



STUDENT handbook 2023-2024

Master of Business Administration



Department of MBA

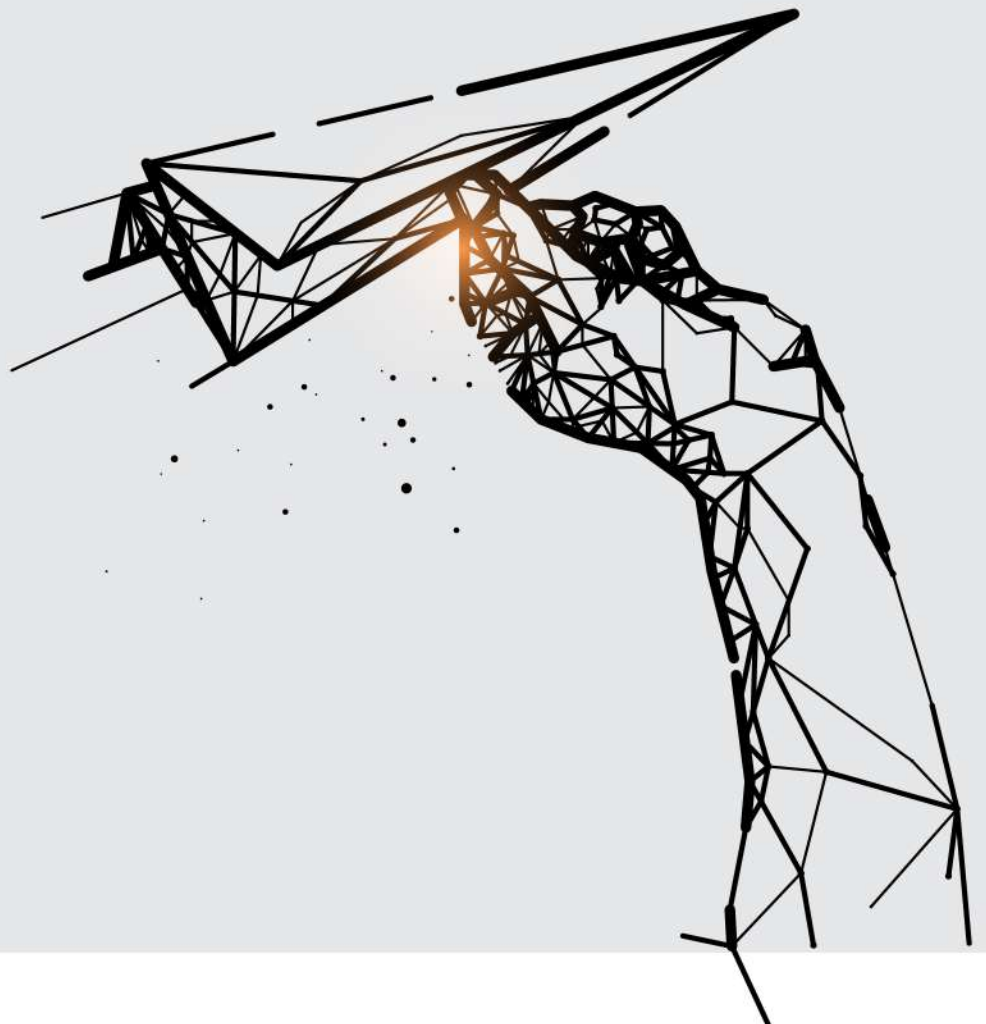
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VISION

To be a globally renowned university.

MISSION

To impart quality higher education and to undertake research and extension with emphasis on application and innovation that cater to the emerging societal needs through all-round development of students of all sections enabling them to be globally competitive and socially responsible citizens with intrinsic values.





**CATEGORY 1
UNIVERSITY**

BY MHRD, Govt. of India

**KL ACCREDITED BY
NAAC WITH A++**

GRADE

nirf NATIONAL
INSTITUTIONAL
RANKING
FRAMEWORK
2023

RANKED 28
AMONG ALL
UNIVERSITIES

**43 YEARS OF
EDUCATIONAL
LEADERSHIP**



Koneru Satyanarayana,
Chancellor

Sri Koneru Satyanarayana, BE, FIE, FIETE, MIEEE graduated in Electronics and Communication Engineering in the year 1977. Along with Sri Koneru Lakshmaiah, he is the co-founder of the Institute which was established in the year 1980. He is an educationist of eminence and also an industrialist of great repute. He runs a number of industries in and around Vijayawada.

Dr. K. S. Jagannatha Rao
Pro-Chancellor

Prof. K. S. Jagannatha Rao was one of the leading scientists in neuroscience research in globe. He was the Director on Institute for Scientific Research and Technological Advances (INDICASAT AIP), Republic Panama and contributed lot in building innovation in higher education and research in Panama since 2010. He played a key role in building PRISM (Panamanian Research Institutes of Science and Medicine) in Latin America. Dr. Rao has his research area on Brain Research and established Alzheimer's Centre and published 165 papers in leading Biochemistry and Neuroscience Journals, supervised 19 Ph.D students. He is also adjunct faculty of Biomedical Informatics of UTHS, Houston, and Advisory Board Member of UT- El Paso Minority Health NIH program, USA and Adjunct Faculty, Methodist Research Institute, Houston, USA. He was elected Member of Panamanian Association for the Advancement of Science (APANAC) - Considered as National Science Academy of Panama. He received his undergraduate and Ph.D degrees from Sri Venkateswara University, Tirupati. Later, joined in Central Food Technological Research Institute, Mysore. He received Sir C. V. Raman Award by Karnataka State Council of Science and Technology, 2003.



Prof. G P S Varma
Vice-Chancellor



Prof. G P S Varma, Vice-Chancellor, KLEF, is one of the most widely experienced leaders in Indian higher education, known for his commitment to expanding student opportunity, catalyzing academic innovation, and encouraging university's civic engagement and service to society. He adorned the position of Chairman, ISTE (Indian Society for Technical Education)- AP State, TSEM CET Test Committee Member-2021 nominated By Telangana State Govt, APEAMCET Admission Committee Member in 2016 by Andhra Pradesh State Council of Higher Education, Govt. of Andhra Pradesh. He has been a very farsighted Peer Team Visit Member for National Assessment and Accreditation Council (NAAC), Expert Committee Member for University Grants Commission (UGC) Autonomous Visits. He has been an Advisory Council Member for (CEGR) Centre for Education Growth, and Research India International Centre, New Delhi, and Board Member for Big-Data Analytics Forum.



Dr. A. V. S. Prasad
Pro-Vice Chancellor

Dr. A. V. S. Prasad, M.E and Ph.D from JNTU, Hyderabad is a professor in Civil Engineering. He has a rich experience of 33 years in academics which includes 26 years in administration at various cadres ranging from Head of Department, Dean, Principal, Director and Pro-Vice Chancellor. He has served as Director of Audisankara group of institutions and Narayana Group of Institutions for 18 years and was instrumental in getting these institutions accredited by NAAC, NBA, Autonomous and gained many laurels from the State Government, JNTU etc. He has served as Pro-Vice Chancellor of KL University for 3 years.

He has extensive knowledge of administrative system, maintaining statutory norms of bodies like AICTE, UGC etc and has a good understanding of NBA, NAAC procedures and norms. He served as Member, Chairman of Board of Studies at JNTU(A), KLCE(Autonomous) and KL University.

Dr. Venkatram Nidumolu
Pro-Vice Chancellor

Dr. Venkatram Nidumolu, Pro-Vice Chancellor is High performing, strategic thinking professional with more than 15years of administration experience and 20 years of teaching experience in KLEF and 30 years overall experience in the higher education sector. He graduated in B.Tech (ECE) from Acharya Nagarjuna University, pursued M.S degree from BITS, PILANI in software Systems. He received Ph.D award from Acharya Nagarjuna University. He held the positions like HOD, Joint Register, Principal, and Dean-Academics before becoming Pro-Vice Chancellor. He was core member of all NBA, NAAC, & other accreditations since 2004 and he has good experience in handling of quality issues and assessment related practices.



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Acronyms

SI No	Acronyms	Full Form
1	KLEF	Koneru Lakshmaiah Education Foundation
2	CET	Common Entrance Test
3	KLEEE	KLEF Engineering Entrance Examination
4	JEE	Joint Entrance Examination
5	BT	Biotechnology
6	CE	Civil Engineering
7	CS	Computer Science & Engineering
8	EC	Electronics & Communication Engineering
9	EE	Electrical & Electronics Engineering
10	CM	Computer Engineering
11	ME	Mechanical Engineering
12	AD	Artificial Intelligence & Data Science
13	CI	Computer Science & Information Technology
14	CGPA	Cumulative Grade Point Average
15	SGPA	Semester Grade Point Average
16	LTPS	Lecture, Tutorial Practical, Skill
17	SEE	Semester-End Examinations
18	SIE	Semester-In Examinations
19	OJET	On-the-job Engineering Training
20	IRP	Industrial Relations and Placements
21	PS	Practice-School
22	OPAC	Online Public Access Catalog
23	QCM	Quality Circle Meeting
24	MOOC	Massive Open Online Course
25	MOU	Memorandum of Understanding
26	OD	On Duty
27	(A,B]	Between A and B excluding value A and including value B
28	COE	Controller of Examinations
29	VLSI	Very Large-Scale Integration
30	MTech	Master of Technology
31	COA	Council of Architecture
32	JEE	Joint Entrance Examination
33	NATA	National Aptitude in Architecture

34	PC	Professional Core
35	BSAE	Building Science and Applied Engineering
36	PE	Professional Elective
37	PAECC	Professional Ability Enhancement Compulsory Courses
38	SEC	Skill Enhancement Course
39	OE	Open Elective
40	CTIS	Cloud Technology and Information Security
41	DS	Data Science
42	IoT	Internet of Things
43	IPA	Intelligent Process Automation
44	PCI	Pharmacy Council of India
45	PY	Pharmacy
46	B. Com (H)	Bachelor of Commerce with Honors
47	ACCA	Association of Chartered Certified Accountants
48	HM	Hotel Management
49	BTK	Basic Training Kitchen
50	QTK	Quantitative Training Kitchen
51	ATK	Advanced Training Kitchen
52	MBA	Master of Business Administration
53	BBA	Bachelor of Business Administration
54	MSc (F&C)	Master of Science (Finance & Control)
55	BA	Bachelor of Arts
56	M.Sc.	Master of Science

CHAPTER-1: INTRODUCTION

The President of Koneru Lakshmaiah Education Foundation, Er. Koneru Satyanarayana, along with Late Sri. Koneru Lakshmaiah, founded the K L College of Engineering in the Academic Year 1980-81. With the mighty vision and restless efforts of Er. Koneru Satyanarayana K L College of Engineering carved a niche for itself through excellence in engineering education, discipline and record numbers of placements and was the leading college in the state of AP. K L College of Engineering achieved NBA Accreditation for all its B.Tech. Programs in 2004 and later re-accredited in 2007. K L College of Engineering was transformed into an autonomous engineering college in the year 2006. In 2008 this college received a record grade of 3.76 on a 4 points scale with “A” Grade from NAAC; and in February 2009, the college, and Accredited by National Assessment and Accreditation Council (NAAC) of UGC as ‘A++’ with highest Grade of 3.57 CGPA on 4-point scale in 2018, through its founding society “Koneru Lakshmaiah Education Foundation” was recognized as Deemed to be University by the MHRD-Government of India, Under Section 3 of UGC Act 1956. This Deemed to be University is named as “Koneru Lakshmaiah Education Foundation (KLEF)”.

Location

KLEF is situated in a spacious 100-acre campus on the banks of Buckingham Canal of river Krishna, eight kilometres from Vijayawada city. Built within a rural setting of lush green fields, the institute is a virtual paradise of pristine nature and idyllic beauty. The campus has been aptly named "Green Fields" and the splendid avenue of trees and gardens bear testimony to the importance of ecology and environment. The campus ambience is most befitting for scholastic pursuits. The University is situated in a built-up area of around 15, 00,000 sq.ft.

Vision of the MBA Department

To be a Centre of excellence for value based management education.

Mission of the MBA Department

- M1: To attain leadership in management education
- M2: To attain leadership in Research
- M3: To attain leadership in Consultancy
- M4: To nurture the students industry ready
- M5: To make the students as a responsible citizen of nation

Facilities

Central Library: E-Resources

The Central Library is the largest and holds materials to serve the whole University community. It has materials relevant to the Engineering, Science & Humanities courses offered by the University. The library system contains more than one lakh and fifty thousand books and periodicals on all subjects related to the teaching and research interests of the University staff and students. The library has over 65926 electronic journal titles, academic databases and 1519512 eBooks. Access is available on campus on student computers and remotely.

The Data Centre

A State-of-the-Art Data center with advanced servers provides a highly interactive learning environment with full-fledged hardware and software training facilities.

Physical Education – Sports Facilities

KLEF encourages students to explore their latent talents by providing good games and sports facilities. The institute is equipped with the following –

Sport/Game	No. of Courts	Sport/Game	No. of Courts
Athletic track	1	Handball Court	1
Hockey Field	1	Netball Courts	2
Badminton Courts	4	Throw ball courts	2
Tennikoit Courts	2	Beach Volleyball Court	1
Cricket Field with Net practice	3	Football Field	1
Volleyball Courts	2	Basketball Courts	2
Tennis Courts	2	Kabaddi Courts	2
Kho Kho Court	1	Table Tennis	6
Soft Ball	1	Chess	20
Archery	1	Caroms	12

The University has a State-of-the-Art Indoor Stadium of 30000 sq.ft. with:

- 4 wooden Shuttle Courts
- Yoga and Meditation Centre
- Dramatics
- 8 Table Tennis Tables
- Hobby Centre
- Gymnasium for Girls
- Gymnasium for Boys
- Multipurpose room with Chess, Caroms etc.
- Power lifting/Weightlifting

Accommodation – Hostels

- KLEF has separate hostels for boys and girls with well furnished rooms and modern amenities.
- The overall atmosphere is very conducive for the students to concentrate on their studies.
- A state-of-the-art kitchen and spacious dining area has been provided for both the hostels.
- Generators have been provided as power backup. Emphasis has been laid on hygiene and cleanliness for healthy living. A customized menu caters to the student needs; it keeps changing according to their tastes.
- Teaching staff will have to address the academic and personal problems of the students.
- Round-the-clock security, communication, dispensary facilities are also available.

Facilities in the Hostels

- Protected drinking water
- State of the art kitchen, dining hall
- Newspapers, telephones, toilets and bathrooms are well maintained.
- Every student in the hostel is provided with a cot, study table, chair and a rack.
- Fan and light are also provided in each room.
- Gas & Steam based hygienic food preparation.
- Palatable regional, national and international cuisines
- Cleanliness and Safety STD/ISD Facilities
- Medical Kits and First Aid Boxes Soft drinks, snacks, Fruits etc.
- Laundry Stationary shop

Hostel Rules and Regulations

- Students are hereby informed that while staying in the hostel, it is essential to be responsible for maintaining dignity by upholding discipline.
- They must be obedient to the hostel warden/floor in –charges. Valuable items like jewelry etc. should not be kept with students while staying in the hostel.
- It is student's own responsibility to safeguard her/his Laptops, Money by locking suitcases and bags.
- If any loss is found, management will not take any responsibility. Students must intimate to the hostel authorities before giving police complaints against losses.
- Students are not allowed to indulge in smoking; consumption of Alcohol, Narcotic drugs etc., and defaulters will be strictly viewed upon.
- Students are directed that after locking their rooms they must hand over the keys to security and can collect them on returning to the hostel.
- Students must switch off Fans, Lights, Geysers, A/C's etc., before leaving their rooms.
- Visitors are not allowed inside the hostel at any time; however, they are allowed into the visitor's hall with the prior permission of the warden.
- Only family members listed by the parents are allowed to contact the student. Visiting hours are up to 7.30 pm only and after 7.30 pm visitors are required to leave the premises.

- Hostel students are not allowed to come into the hostel after 3.00 pm for morning shift students and 6.00pm for day shift students.
- Those students who are utilizing the computer lab, library etc., after the times specified must submit the permission slip to the security while entering the hostel.
- During public holiday outings, those who seek permission to leave the hostel will have to obtain written permission from the warden. Permission will be given only to those students who get permission from parents to leave the hostel during holidays/outings.
- Moving out of campus without permission is strictly prohibited. Strict study hours from 7.30 am to 10.30 pm shall be maintained in the hostel.
- The hostellers must be in their allotted rooms during study hours. The general complaints of any kind should be noted in the complaint register, which is available at the hostel office.
- Registered complaints will only be entertained. Any health problem should be brought to the notice of Warden/Floor In – charge for necessary treatment.

Transportation

The institution runs 80 buses covering all the important points in Vijayawada City, Mangalagiri, Guntur and Tenali towns with a total seating capacity of 4000 students in two shifts. Transport is available 24 hrs, In case of any emergency in the institute /hostels. Transportation is available for conducting industrial tours and visits etc. Regular transport facility available up to 10 PM.

Healthcare

A full-fledged health centre with all the facilities is established to cater the needs of the students, staff, Faculty and the public in the adopted villages. It consists of three doctors (Homoeopathy, Ayurvedic and Allopathy).

Cafeteria

KLEF has a spacious canteen with the latest equipment and hygienic environment which provides quality food and prompts service and caters to the needs of all the students and staff. A central cafeteria of 1500 sq.m. is available on the campus. Mini cafes and fast-food centres are available in various blocks. The canteen is open from 6:30 a.m. to 8:30 p.m. There is a wide variety of North-Indian and South-Indian cuisine and the students enjoy the pleasure of eating during the breaks. Cool aqua water for drinking is available.

Placements

KLEF has meticulously planned to make all its outgoing students employed. The University had installed the infrastructure, employed well experienced faculty, designed and delivered programs that help to enhance the communication and soft skills which are required for making the students employable. An excellent system is in place that considers all the issues that make a student

employable. The University has been successful for the last 7 years in employing all the students who have registered and eligible for placement through its offices located across the country. About 50 trained personnel work extensively to make the students ready for recruitment by the industry.

Counselling and Career Guidance

A special Counselling Cell consisting of professional student counselors, psychologists, and professors counsels/helps the students in preparing themselves to cope with studies, perform well in the tests & various competitions. This Cell provides its services to the students in getting the solutions for their personal problems and provides career guidance with the help of the Industrial Relations and Placements (IRP) department. A group of 20 students are allotted to each faculty member who counsels them regularly and acts as their mentor.

Social Service Wings

KLEF has a social service wing which is used to channelize the social service activities of the faculty, staff and students. It has adopted 5 nearby villages and conducts activities like medical camps, literacy camps and educates the villagers regarding hygiene and health care on a regular basis.

NSS/NCC Wings

NCC/NSS is a credit course designed with an intent to transform NCC/NSS activities into curricular activities from an extracurricular thereby providing credits to students involved in NCC/NSS along with other attended advantages to the students in the university.

Hobby Clubs

The wholly and solely managed by the students, contributed much to the cultural life of the campus and to the cultural evolution of the students. Few student bodies and clubs operate in the campus like music society, dance club, drama society, literary and debating club, English press club, drawing club, painting club, mime club, computer club etc. Students manage entire activities and budget of the organization for the entire semester in advance. Around 4000 students are active members of the Hobby Clubs.

Life Skills and Inner Engineering

KLEF feels that it is its responsibility to mold the students as good human beings, contributing to the country and to society by producing responsible citizens. Along with the regular programs every student admitted into KLEF undergoes a one-week special life skills /orientation program. Through

this program, KLEF is producing the students with clarity of thoughts and charity at heart. Strict regularity, implicit obedience, courtesy in speech and conduct, cleanliness in dress. Life skills and inner engineering teach a student his/her obligation towards GOD, himself /herself his/her country and fellow human beings. Every student is encouraged to practice his/her own religious faith and be tolerant and respectful towards other religions.

Technical Festival

KLEF organizes various programs for the all-round development of the students. The technical festival and project exhibition is organized in the odd semester (October) every year to elicit the innovative ideas and technical skills of the students.

Cultural Festival

The cultural festival in the even semester (February) of every year is the best platform for the students to exhibit their talents and creativity. Through these festivals KLEF is imparting organizational skills, leadership skills, competitive spirit, and team behavior skills to our students. Along with the knowledge, KLEF festivals provide recreation to the student community.

Center for Innovation, Incubation and Entrepreneurship (CIIE)

KLEF being a pioneering institute supporting Academics and Research in Engineering, Science and Technology is endowed with the entire infrastructure and highly experienced faculty, has a Centre for Innovation, Incubation and Entrepreneurship (CIIE) that comprises of: Innovation Centre which aims to inculcate a spirit of innovation. Incubation Centre which aims to incubate innovations through prototype product development. Entrepreneurship Development Centre (EDC) which aims at fostering entrepreneurial skills among the students.

Department of Master of Business Administration

The department of Master of Business Administration established in the year 2009, under the flagship of K L Business School, one of the premier management schools in India that blends management with technology and offers flexible learning opportunities at the undergraduate, postgraduate, and doctoral levels. With attractive features like 'credit transfer and multiple entries and exit options, we made lateral entry possible for certain eligible programs. Our curriculum is enriched with features like choice based specialization, semester abroad sessions, and integrated 'International Certification programs'. We revise our curriculum as and when there are

developments in the industry, and add features like business analytics. Our global academic and industry partners enable our students to grab the best opportunities globally.

Over the past decade Management education across the globe, has evolved by sustaining and adapting the changes driving the competitive economic environment. K L Business School (KLBS) has emerged as a leader in the Management education under the wide spread wings of KLEF that boasts of over 35 years of invincible history in developing outstanding individuals into leaders. The MBA programme offered by K L Business school course helps student to deal with the challenges of today's global business with Managerial, Leadership, analytical and creative thinking skills. KLBS has created an unmatched scope and expanded learning scale with more academic areas, courses, and interdisciplinary programs than any other business school. This helps students to choose from the variety of academic verticals, of their individual interests.

At department of MBA, K L Business School a variety of learning methods includes, Harvard case methodology, simulations, role-plays, live projects and etc. Support from leadership coaches; academic, career, and student life advisors make this programme more vibrant and industry preferred.

Hallmarks of MBA

- Summer Internship Program in MNCs with stipend
- Management Research Project equivalent to M.Phil degree
- Harvard Case Methodology adapted in teaching
- Dedicated Labs for SPSS and R for Business Analytics
- Contemporary Sectoral Electives for (Banking, Retail, Healthcare, IT, ITES, Insurance, Foreign Trade etc.)
- Skill Certifications in Functional Domains through NSDC, CourseEra & LinkedIn
- SAP Certification (SD, FICO, HRMS, MM)
- 100% Placement Assistance for all registered students
- Centre for Executive Education for Industry
- Centre for Data Analytics
- Centre of Excellence in Leadership Development
- Research Groups to Assistance for Start-ups through Centre for Innovation Incubation and Entrepreneurship
- Well equipped Classrooms with latest configured ICT tools
- Computer lab with SPSS 23.0 & R & Case Study Lab
- Library with latest Textbooks, Research Journals, Magazines, and Management book of several genres.
- Digital Library and Database EBSCO, Science Direct, CMIE, ProWess Database

CHAPTER 2: PROGRAM EDUCATIONAL OBJECTIVES (PEOs) AND PROGRAM OUTCOMES (POs)

MBA PROGRAM EDUCATIONAL OBJECTIVES

To be a globally renowned university, as per our vision, we need to produce quality products (graduates) into the market who have potential strengths to meet all the professional and personal challenges prevailing at global levels and who can serve in all the possible positions of their respective job domains and contribute towards holistic growth of their respective employment providers as well as the nation, world. The graduates must also possess cutting edge R&D skills in their domain areas.

This, is exactly what has been framed into the University's Mission and thereby the Mission has converged into the following Program Educational Objectives (PEOs) which are best suited to Post-graduate Management program, and are those that complement the university vision, mission. The PEOs of the department are listed below

1. Make students to apply techniques of business analysis, data management and problem-solving skills in order to support business management decision-making in the field of relevance.
2. Inculcate leadership skills needed for implementing and coordinating organizational activities and managing change to explore business problems in depth for developing their functional knowledge to think strategically and to lead, motivate and manage teams across borders.
3. Nurture with abilities to integrate business knowledge and management techniques to aid planning and control in a changing environment and to enhance better career paths.

These PEOs are designed to be attained by all the post-graduates within two years of their education.

PROGRAM OUTCOMES (POs)

PO #	Description
1.Core Business Knowledge	Able to synthesize the knowledge, management skills, and tools acquired in the program, which will be helpful to shape the organizations effectively.
2.Career Planning and Decision Making	Able to excel in their chosen career paths, by learning on how to live, adapt and manage business environmental change through decision making.
3.Critical Thinking and Leadership	Able to reflect upon and explore business and research problems in depth, to demonstrate leadership skills and to demonstrate ability to pursue new knowledge necessary to succeed in dynamic domestic and international business environments.
4. Manager & Society	Able to emerge as efficient managers equipped with innovation, rationality and application oriented decision-making in the context of the ever-changing business environment.
5. Team Building &Business Communication	Able to communicate effectively and to perform different roles efficiently as an individual or in a team in multi-disciplinary streams with entrepreneurial edge.
6. Application of Statistical and Analytical tools	Able to gain knowledge of contemporary issues and develops an art of using current techniques, skills and necessary analytical tools for managerial practice.
7. Business perspective and Sustainability	Able to gain an understanding of professional, legal, financial, marketing, production & operational activities, logistics, ethical, social issues and responsibilities.

PROGRAM SPECIFIC OUTCOMES –MBA PROGRAM

1. Graduates will be able to inculcate leadership, managerial and entrepreneurial competencies and strengthen their expertise in implementation of strategies and the management of complex situation.
2. Graduates will develop professional skills that prepare them for immediate employment and for life-long learning in advanced areas of management and related fields.

CHAPTER 3: PROGRAM ELIGIBILITY CRITERIA

Eligibility for admission in to MBA Program:

Admission in to MBA program shall be made subjected to the eligibility criteria, qualifications and specialization prescribed by the University for each Program, from time to time.

- Candidates should have passed 10+2+3 years of schooling or equivalent Examination, from recognized school leaving certificate examination boards and shall have a minimum of 50% marks or equivalent CGPA.
- Admissions shall be made either on the basis of merit rank obtained by the qualifying candidates at an Entrance Test (written or oral interview) conducted by the KL University or on the basis of CAT/MAT/ATMA/XAT/ICET/TAT score, subject to reservations prescribed by the University or Government policies from time to time.

CHAPTER 4: ACADEMIC REGULATIONS

General Behaviour

- Student should communicate in English with faculty and other students while he/ she is in campus.
- Students are expected to wish/greet all officials of the KLEF with due respect.
- Students should be courteous and polite while communicating with all Faculty & staff.
- Students should maintain silence and/or speak in a polite way in and around the classrooms, library, laboratories, and offices of the Deans, Program Chairs, Senior Officials, faculty rooms and corridors of academic buildings.
- It must be noted that shouting, talking in loud voice or in chorus, using indecent, abusive and discourteous language anywhere within the institution premises are considered serious acts of indiscipline and are punishable.
- Students should not loiter during the free time in the university campus.
- Students should not issue any public or press statement, send letters to editors, government, public servants or notaries without prior permission and approval of the Registrar of KLEF in writing.
- Students should keep the status, dignity, prestige and reputation of KLEF high and not engage in anything that might directly or indirectly undermine the standing of the institution.
- Students must always adhere to a prescribed/decent dress code befitting the dignity of a technical/professional student within the campus.
- Ragging of any student is a serious act of indiscipline and has been totally banned by the Hon'ble Supreme Court of India.
- A student found involved in any form of ragging, verbal or physical, inside or outside the institutional campus, hostels, or buses shall be treated as per the anti-ragging rules of the KLEF.
- Students must not be involved in quarrelling or fighting or any indecent verbal or physical activity among themselves, or with staff and faculty or visitors.
- Direct or indirect involvement in any such activity will be considered as serious breach of discipline and strict disciplinary action will be taken against the students that engage in such activities.
- Students are not allowed to sit on the steps, boundary walls on the high floors of any building,
- or engage in gossiping, making noise or any other such activity.

KLEF Working Hours: KLEF operates between 9.00 AM to 5.00 PM on all weekdays.

Class Environment: The institute is a community of learners. Students have a responsibility of creating and maintaining an environment that supports effective learning to receive effective instructions in classrooms and laboratories. KLEF expects students to conduct themselves in an orderly and cooperative manner by adhering to University Rules & Regulations.

Laboratory Environment: A conducive learning environment in the laboratory is essential and the students are advised to follow the guidelines mentioned below:

Always listen carefully to the faculty especially for the safety precautions to take in the laboratories.

Accidents resulting in injuries may occur if precautions are not taken. Eating in laboratories is strictly prohibited.

Proper dress code is to be followed as prescribed by faculty in each lab.

Students should familiarize themselves with the location of all the safety equipment which may be available. Follow evacuation procedures quickly and quietly, if needed. 40 Students should always

conduct themselves in a responsible and cautious manner.

Risky behaviours such as pushing, running, jumping etc., are unwarranted. Only materials required to complete and record the experiment instructions, (e.g. pencils or graph paper, etc.) should be brought into the laboratory. Equipment must be carefully handled to prevent breakage or damage, otherwise appropriate penalties/disciplinary-action may be imposed. Lab station must be cleaned prior to leaving a lab.

Any accident, no matter how small or big, must be reported to the concerned faculty immediately.

Registration Process: For every course, the student must undertake the registration process prior to commencement of the coursework, based on the following conditions.

- Registration into a course will be permitted only for such courses, which are offered by KLEF in that semester. A student must clear the pre-requisite(s) if any, to register in to a course. KLEF reserves the right to register.
- Registration for add/drop/change of a course will be permitted only within one week from the scheduled date of commencement of classes.
- Students can register up to a maximum of 32 credits of their choice in a semester to meet their program requirements. Students, who wish to register for additional credits through Overloading or less credits through under loading, must seek prior permission from Dean-Academics.
- Students who have opted for minor degree, Honors degree, can register for a greater number of Credits in a semester through Overloading (subjected to guidelines appropriate to compliance on eligibility) .
- KLEF reserves the right to withdraw within one week of the commencement of the semester any elective course offered, if adequate number of students have not registered or for any other administrative reasons. In such cases, the students are permitted to register for any other elective course of their choice provided they have fulfilled the eligibility conditions.
- KLEF reserves the right to cancel the registration of a student from a course or a semester or debar from the degree on disciplinary / plagiarism grounds.
- A student is solely responsible to ensure that all conditions for proper registration are satisfied.
- If, there is any clash in the timetable, it should be immediately brought to the notice of the Department Year coordinator for necessary corrective action.
- The registration may be cancelled for a course or the entire semester either by KLEF if any irregularity is found at a later stage.

Student Course Registration Process:

To complete the student registration, student login to new ERP portal with their valid login credentials. After login student should click on Academic Registrations Student Course Registration. Now Student can view the courses and sections in dropdown menus. Student can select the sections against the courses on their own choice as mentioned in the following screen shot. Student can view the timetable on top of the selection of each course and section. After completing the selection student need to click on Save to save the timetable, it will be directed to the following screen shot After duly verifying the timetable student needs to click on Submit to complete the Registration process. After Clicking the Submit the above screen will be displayed and contains the message “Student Registration Successfully Completed”

Course Work:

1. A Candidate after securing admission must pursue all the courses of study as per the specified duration.
2. Normally a semester consists of 80 to 90 instructional days including examination days and preparation holidays.
3. A candidate has to successfully complete Internship as per the specifications notified in the program and earn a grade as stipulated in these guidelines.
4. The registration of a candidate is valid for a period equal to twice the prescribed duration of the Program from the date of registration

TERMINOLOGY

Academic Council: The Academic Council is the highest academic body of the University and is responsible for the maintenance of standards of instruction, education and examination within the University. Academic Council is an authority as per UGC regulations and it has the right to take decisions on all academic matters including academic research.

Academic Year: It is the period necessary to complete an actual course of study within a year. It comprises of two consecutive semesters i.e., Even and Odd semester.

Audited Course: It is a course of study, which has neither evaluation component nor grade.

Assignments: Assignments are given to students to continuously evaluate their learning effectiveness and to provide direction for their improvements.

Backlog Course: A course is considered to be a backlog course if the student has obtained a failure grade (F).

Basic Sciences: The courses of foundational nature in the areas of Mathematics, Physics, Statistics, Biology etc., are offered in this category.

Betterment: Betterment is a way that contributes towards improving the students' grade in any course(s). It can be done by either (a) re-appearing or (b) re-registering for the course.

Board of Studies: Board of Studies (BOS) is an authority as defined in UGC regulations, constituted by Vice Chancellor for each department separately. They are responsible for curriculum design and update in respect of all the programs offered by a department.

Branch of Study: It is a branch of knowledge, an area of study or a specific program (like Civil Engineering, Mechanical Engineering, Computer science Electrical and Electronics Engineering, Electronics and communication, Biotechnology, Business Management, Technology Management, Health care Management, Banking and finance, Business analytics, Commerce, Creative arts and Media studies, Computer applications, Fine arts, Architecture, Law, Hotel Management etc.)

Case-Based Learning: Case study method is important learning and evaluation tool, through which simulated or real world business problems are analyzed. The students are tested for case studies in each subject. This reinforces their understanding of the concepts and their ability to apply the same in real-life situations

Certificate course: It is a course that makes a student gain hands-on expertise and skills required for holistic development. It is a mandatory course (as reflected in the program's curriculum structure) or optional course (as reflected in the program's curriculum structure) for the award of degree.

Change of Branch: Change of branch means transfer from one's branch of study to other.

Compulsory course: Course required to be undertaken for the award of the degree as per the program.

Course: A course is a subject offered by the University for learning in a particular semester.

Course Hand out: Course Hand out is a document, which gives complete plan of the course. It

contains the details of the course viz. Course title, Course code, Pre-requisite, Credit structure, team of instructors, Course objectives, Course rationale, Course Outcomes and the relevant syllabus, textbook(s) and reference books, Course delivery plan and session plan, evaluation method, chamber consultation hour, course notices and other course related aspects. In essence, course hand out is an agreement between students (learners) and the instructor.

Course Outcomes: The essential skills that need to be acquired by every student through a course.

Course Specific Project: It is an applied project carried out as part of the course for understanding specific concepts.

Credit: A credit is a unit that gives weight to the value, level or time requirements of an academic course. The number of 'Contact Hours' in a week of a particular course determines its credit value. One credit is equivalent to one lecture hour per week or two hours per week of tutorials/ self-learning/ practical/ field work during a semester.

Credit point: It is the product of grade point and number of credits for a course.

Credit Transfer: The procedure of granting credit(s) to a student for course(s) undertaken at another institution.

Cumulative Grade Point Average (CGPA): It is a measure of cumulative performance of a student over all the completed semesters. The CGPA is the ratio of total credit points secured by a student in various courses in all semesters and the sum of the total credits of all courses in all the semesters. It is expressed up to two decimal places.

Curriculum: Curriculum incorporates the planned interaction of students with instructional content, materials, resources, and processes for evaluating the attainment of Program Educational Objectives.

Degree: A student who fulfils all the Program requirements is eligible for the award of the degree.

Degree with Specialization: A student, who fulfils the entire Program requirements of her/his discipline and successfully completes a specified set of Professional elective courses in a specialized area, is eligible for the award of the degree with specialization.

Department: An academic entity that conducts relevant curricular and co-curricular activities, involving both teaching and non-teaching staff and other resources.

Detention in a course: Student who does not obtain minimum prescribed marks in continuous in-semester evaluation and /or minimum prescribed attendance in a course shall be detained in that particular course.

Directed Independent Study (DIS): Students are encouraged to take up independent study for self-development under the guidance faculty members.

Dropping from the Semester: A student who doesn't want to register for the semester should do so in writing in a prescribed format before commencement of the semester.

Elective Course: A course that can be chosen from a set of courses. An elective can be Professional Elective, Open Elective, Management Elective, Sectoral Elective, Humanities Elective, Modular Elective etc.

Engineering Sciences: The courses belonging to basic evolutionary aspects of engineering from Mechanical Sciences, Electrical Sciences and Computing like Engineering Mechanics, Data structures, Network Theory, Signal Analysis etc...

Evaluation: Evaluation is the process of judging the academic work done by the student in her/his courses. It is done through a combination of continuous in-semester assessment and semester end examinations.

Foundation courses: The courses that constitute essential course sets which are of foundational

nature and are necessary to be completed for seeking enrolment in to the Specialisation courses.

Grade: It is an index of the performance of the students in a said course. Grades are denoted by alphabets.

Grade Point: It is a numerical weight allotted to each letter grade on a 10 - point scale.

Honors Degree: A student who fulfils all the Program requirements of her/his discipline and successfully completes a specified set of additional courses within the same program is eligible to receive an Honors degree.

Humanities Elective: A course offered in the area of Liberal Arts.

Industrial Training: Training program undergone by the student as per the academic requirement in any company/firm. It is a credited course.

Industrial Visit: Visit to a company/firm as per the academic requirement.

Internship module: It is industrial training program with minimum duration of 8 to 12 weeks depending upon the program.

In-Semester Evaluation: Summative assessments used to evaluate student learning, acquired skills, and academic attainment **Live projects:** It is an applied project carried out as part of the course for understanding specific concepts of a course by carrying out a study in select organisations.

Make-up Test: An additional test scheduled on a date other than the originally scheduled date.

Management elective: A course that develops managerial skills and inculcates entrepreneurial skills.

Management Research Project (MRP) :Course that a student has to undergo during his/her final year which involves the student to undertake empirical research, which is carefully planned to achieve a particular aim. It is a credit based course.

Mini project: Mini Project is a credit-based course that a student has to undergo during his/her academic term, which involves the student to explore in a discipline belonging to their research interest within their program area.

Minor Degree: A student who fulfils all the Program requirements of her/his discipline and successfully completes a specified set of courses from another discipline is eligible to receive a minor degree in that discipline.

Modular Electives: It is a set of specialization courses offered as part of ERP.

Multi- Section Course: Course taught for more than one section.

Open Elective: This is a course of interdisciplinary nature. It is offered across the University for All Programs.

Operational Work-Out: It is part of select few courses, offered under active learning that facilitates application of thematic learning. It carries certain weightage within that particular course.

Over loading: Registering for more number of credits than normally prescribed by the program in a semester.

Practice School: It is a part of the total program and takes one full semester in a profession allocation, where the students and the faculty get involved in finding solutions to real-world problems. A student can choose Project/Practice School during one semester of his/her Academic Year as suggested by BoS of respective department, to meet the final requirements for a degree.

Pre-requisite: A course, the knowledge of which is required for registration into higher level course.

Professional Core: The courses that are essential constituents of each Professional discipline are categorized as Professional Core courses for that discipline.

Professional Elective: A course that is discipline centric. An appropriate choice of minimum number of such electives as specified in the program will lead to a degree with specialization. **Program:** A set of courses offered by the Department. A student can opt and complete the stipulated minimum

credits to qualify for the award of a degree in that Program.

Program Educational Objectives: The broad career, professional, personal goals that every student will achieve through a strategic and sequential action plan.

Project: Course that a student has to undergo during his/her final year which involves the student to undertake a research or design, which is carefully planned to achieve a particular aim. It is a credit based course.

Project based laboratory: Project Based Laboratory is a student-centric learning methodology that involve students in design, problem-solving, decision making, and investigative activities; gives students the opportunity to work in teams, over extended periods of time; and culminate in realistic products or presentations

Reading seminars: It is an active learning technique as part of the course for understanding specific concepts by means of referring articles and presenting the summary.

Re-Appearing: A student can reappear only in the semester end examination for the Theory component of a course, subject to the regulations contained herein.

Registration: Process of enrolling into a set of courses in a semester/ term of the Program. **Re-**

Registering: A student desiring to repeat a course is permitted to do so, subject to the regulations contained herein.

Sectoral Elective: Focused elective courses that are offered to meet the career aspirations of student in identified industrial sectors that pave better placement opportunities.

Semester: It is a period of study consisting of 15 to 18 weeks of academic work equivalent to normally 80 to 90 working days including examination and preparation holidays. The odd semester starts normally in the month of July/ August and even semester in December.

Semester End Examinations: It is an examination conducted at the end of a course of study.

Single Section Course: Course taught for a single section.

Social Service: An activity designed to promote *social* awareness and generate well-being to improve the life and living conditions of the society.

Student Outcomes: The essential skill sets that need to be acquired by every student during her/his program of study. These skill sets are in the areas of employability, entrepreneurial, social and behavioral.

Substitution of Elective course: Replacing an elective course with another elective course as opted by the student.

Summer term: The term during which courses are offered from May to July. Summer term is not a student right and will be offered at the discretion of the University.

Term Paper: A '*term paper*' is a research report written by students that evolves their course based knowledge, accounting for a grade. Term paper is a written original research work discussing a topic in detail. It is a credit based course.

Under-loading: Registering for lesser number of credits than normally prescribed by the Program in a semester.

Withdrawal from a Course: Withdrawing from a Course means that a student can drop from a course within the first two weeks of the odd or even Semester (deadlines are different for summer sessions). However s/he can choose a substitute course in place of it by exercising the option within 5 working days from the date of withdrawal.

CHAPTER 5: MBA PROGRAMME CURRICULUM

For an academic program the curriculum is the basic framework that will stipulate the credits, category, course code, course title, course delivery (Lectures / Tutorials / Practice / Skill / Project/ Self Study / Internship etc.), in the Choice Based Credit System. However, all such are essentially designed, implemented and assessed in Outcome Based Education Framework.

Program Structure

An Academic Year is made of Two semesters each is of, approximately 16+1 week duration and each semester is classified as:

Odd Semester (July–December)

Even Semester (December –May).

KLEF may offer summer term between May and June.

- All courses are offered under three categories vis-à-vis. even, odd and dual semester courses.
- Students have the flexibility to choose courses of their own choice prescribed by the institution.

Course Structure

Every course has a Lecture-Tutorial-Practice-Skill (L-T--P-S) component attached to it. Based upon the L-T-P-S structure the credits are allotted to a course using the following criteria.

- Every Lecture / Tutorial hour is equivalent to one credit.
- Every 2 hours Practical session is equivalent to one credit.
- Every 4 hours of skill-based practice is equivalent to one credit.

Course Classification:

Any course offered under MBA program is classified as:

- **Humanities Arts & Social Science Courses (HAS):** Humanities, arts, and social sciences (HAS) courses are a broad field of study that encompasses the study of human culture and society. These courses focus on developing students' critical thinking, problem-solving, and communication skills. These skills are valuable in a variety of careers, and they can also help students become more engaged citizens.
- **Basic Science Courses (BSC):** Basic science courses are the foundation of all science education. They provide students with the knowledge and skills they need to understand the natural world. Basic science courses typically cover Mathematics, Physics, Chemistry, Biology etc., Basic science courses are essential for students who want to pursue careers in management, science, engineering, medicine, and other fields.
- **Professional Core Courses (PCC):** Professional core courses are a set of courses that are essential for all management students. These courses provide students with the knowledge and skills they need to be successful in their chosen discipline.
- **Professional Elective Courses (PEC):** Professional electives are a set of courses that are chosen by students to supplement their management education. Professional electives are a great way for students to customize their managerial skills and prepare for their future

careers. By choosing electives that are relevant to their interests and goals, students can gain the knowledge and skills they need to be successful in their chosen field.

- **Value-Added Courses (VAC):** Courses leading to certification and those which are conducted exclusively for employability are referred to as value added courses. Though “Satisfactory” completion of value-added courses doesn’t acquire any credit but they are part of the graduation requirements.
- **Summer Internship Programme (SIP)**

The Summer Internship Program (SIP) forms an important component of MBA at KL Business School (KLBS). It is an attempt to bridge the gap between an academic institution and the corporate world.

The objectives of the Summer Internship Program are –

- a. To provide an opportunity to Interns to practice in real-life situations the concepts learnt in a classroom;
- b. To sensitize the Interns to the nuances of workplace by assigning time-bound projects in a company;
- c. To create awareness among the Interns about their strengths and weaknesses in the work environment; and
- d. To provide the Interns a platform to take up on-the-job Executive Training and develop a network which will be useful in enhancing their career prospects.

To achieve the above objectives, the SIP focuses on Executive Training.

Executive Training: Every Intern is required to undertake on-the- job training (OJT) along with day-to-day functions of the company, both at the assistance and the execution level. This will help the Intern to gain a deeper understanding of the work, culture, targets, deadlines, work pressure, etc. of an organization.

Executive Training involves teamwork, goal orientation and managing the interpersonal relationships. Therefore, it helps Interns to develop the qualities required for an Executive/Manager. A good Summer Internship Program undertaken with all the seriousness provides an excellent learning opportunity to the Intern and also paves the way for pre-placement.

Course Precedence:

The following are the guidelines for registering into courses with pre-requisites.

- Every course may have one or more of its preceding course(s) as pre- requisite(s).
- To register for a course, the student must successfully be promoted in these course(s) earmarked as pre-requisite(s) for that course.

Summer Term Courses:

KLEF offers summer term courses during May and June. The following are the guidelines to register in to courses offered in Summer Semester.

- A student may register for course/s in each summer term by paying the stipulated fee.
- Students registering for more than one (1) summer course must ensure that there is no clash in the time table.
- A student can register into a detained course or a not-registered course (course offered in regular semester, but student failed to register due to the non- compliance of pre-requisite condition but has paid the fee.)
- In any case, a student can register only for a maximum of 12 credits during summer term.

- Attendance & Promotion policy for summer term is same as compared to the regular semester except for condonation policy. Condonation is not applicable for summer term courses.

CHAPTER 6: ACADEMIC FLEXIBILITIES

MBA at K L Business School offers two different types of electives Specialisations:

Functional Elective – Elective course offered by the department for the fulfilment of degree with specialization is known as functional elective course

Sectorial elective – An elective course offered by the department in a particular industry/sector vertical and for the fulfilment of degree with specialization is known as sectorial elective course.

Functional Specializations

A student can opt any two specializations from the following as Functional Electives.

- ❖ Marketing Management
- ❖ Financial Management
- ❖ Human Resource Management
- ❖ Business Analytics
- ❖ Operations & Supply Chain Management

At the same time a student should choose one sectorial specialization among the following given streams and two courses will be offered under that specialization which are spread across III & IV Semesters.

- ❖ Banking
- ❖ Retailing
- ❖ Healthcare & Hospital Management
- ❖ Information Technology
- ❖ Pharmaceutical Marketing
- ❖ Rural & Agricultural Marketing

CHAPTER 7: REQUIREMENTS FOR THE AWARD OF DEGREE

Degree Requirements for MBA Programme

S. No	Course Category	Min. Credits	Min. Courses
1	HAS	10	4
2	PCC	43	16
3	PEC	30	10
4	PRI	17	3
5	SDC	2	1
6	VAC	0	1
Credits Requirement		102	-
Grade Requirements		5.5	-

HAS-Humanities & Social Sciences

PCC -Professional Core Course

PEC -Professional Elective Course

PRI- Project & Internship (Internship/Industrial training / term paper/ project)

SDC -Skill Development Course

VAC-Value Added Course

Award of Degree

A student having cleared all the courses and met all the requirements for the award of degree with

- $5.5 \leq \text{CGPA} < 5.75$ will be awarded Pass class
- $5.75 \leq \text{CGPA} < 6.75$ will be awarded Second-class
- $6.75 \leq \text{CGPA} < 7.75$ will be awarded First class
- $\text{CGPA} \geq 7.75$ will be awarded First class with Distinction provided the student has cleared all the courses in first attempt and must have fulfilled all the program requirements within the specified minimum years duration.

CHAPTER 8: ATTENDANCE RULES& DETENTION POLICY

Attendance policy for promotion in a course:

The student must maintain a minimum attendance of 85% for all programs, in every course. In case of medical exigencies, the student/parent should inform the principal/Dean within a week by submitting necessary proofs and in such cases the attendance can be condoned up to an extent of 10% of the classes conducted, by Principal/Dean on the recommendation of the Head of the Department.

- Attendance in a course shall be counted from the date of commencement of the class work.
- Attendance for the students who are transferred from other institutes and for new admissions, attendance must be considered from the date of her/his admission.
- In case of attendance falling marginally below 75% for all programs due to severe medical reasons or any other valid reasons, the Principal/Program chair may bring such cases, along with valid and adequate evidence, to the notice of the Dean Academics. The condonation board formed by Vice-Chancellor under the chairmanship of Dean-Academics will consider any further relaxation in attendance from the minimum attendance percentage requirement condition after going through case by case.

Attendance based Marks

There are no specific marks attached to attendance as such, however, if the Course Coordinator of a course desires to award certain marks, for attendance in a course, She/he can do so based on following guidelines, which thereby must be clearly reflected in the respective course handouts which should duly be approved by the Dean Academics. For any course, not more than 5% marks can be allotted for attendance.

Attendance Condonation for Participation in KLEF /National/ International Events

Only those students nominated/sponsored by the KLEF to represent in various forums like seminars/conferences/workshops/competitions or taking part in co- curricular/ extra- curricular events will be given compensatory attendance provided the student applies in writing for such a leave in advance and obtain sanction from the Principal basing on the recommendations of the Head of the Department (HoD) for academic related requests; or from the Dean Student Affairs for extra-curricular related requests. For participation in the KLEF's placement process the names of students will be forwarded by the placement cell in-charge to the respective Heads of the Departments.

Students participating in KLEF/National/International events like technical fests, workshops, conferences etc., will be condoned for 9 instructional days per semester, and in Entrepreneurship

related activities a maximum of 18 instructional days per semester. This condonation is not applicable for summer term.

Course Based Detention Policy:

In any course, a student must maintain a minimum attendance as per the **attendance policy for promotion in a course**, to be eligible for appearing in the Sem-End examination. Failing to fulfill this condition, will deem such student to be detained in that course and become ineligible to take semester end exam.

Eligibility for Appearing in Sem –End Examination

A Student registered for a course and maintained minimum attendance of 85% is eligible to write the Semester-End Examination for that course unless found ineligible due to one or more of the following reasons:

- Shortfall of attendance
- Acts of indiscipline
- Withdrawal from a course

CHAPTER 9: ASSESSMENT & EVALUATION PROCESS

The assessment is conducted in formative and summative modes with a weightage of 60% for Semester-In evaluation and 40% for Semester-End Evaluation.

The distribution of weightage for various components of formative and summative modes are decided and notified by the course coordinator through the course handout after approval by the Dean Academics, prior to the beginning of the semester. Students are advised to refer the course handout to get more detailed information on assessment.

- Sem-In tests and the Semester-End Examinations will be conducted as per the Academic Calendar.
- Students may have to take more than one examination in a day during Sem-In exams, Semester-End Examinations /Supplementary examinations.
- Examinations may be conducted on consecutive days, beyond working hours and during holidays.

Semester-In Evaluation

The following are the guidelines for the Semester-In evaluation.

- The process of evaluation is continuous throughout the semester.
- The distribution of marks for Semester-In evaluation is 60% of aggregate marks of the courses.
- To maintain transparency in evaluation, answer scripts are shown to the students for verification, within one week of conduct of exam. If there is any discrepancy in evaluation, the student can request the course-coordinator to re-evaluate.
- The solution key and scheme of evaluation for all examinations are displayed by the Course-Coordinator in the appropriate web portal of the course, on the day of the conduct of examination.
- In case the student is unable to appear for any evaluation component owing to hospitalization, participation in extra/ co-curricular activities representing KLEF/ state/ country; the Dean Academics can permit to conduct of re- examination for such students.
- In case a student has missed any of the two in-semester evaluations, S/he is eligible for and will be provided with an opportunity of appearing for re- examination.

Semester End Examination

- The distribution of marks for Semester-End evaluation is 40% of aggregate marks of the course
- The pattern and duration of Sem End examination are decided and notified by the Course Coordinator through the Course handout, after approval from the Dean Academics.
- To maintain transparency in evaluation, answer scripts are shown to the students for verification. If there is any discrepancy in evaluation, the student can request the Controller of Examinations to re-evaluate.

- If a student earns 'F' grade in any of the courses of a semester, an instant supplementary exam (for only Semester End Exam component) will be provided within a fortnight of the declaration of the results.

Assessment of Project/Research-Based Subjects

All project or research-based subjects must have a defined time limit for completion. The specific time limits and schedule for monitoring and evaluating student performance will be announced each term. The final project report will be evaluated by the panel of examiners.

Absence in Assessment & Examination

If a student fails to take any formative assessment component (due to ill-health or any valid reason), no second chance will be given, and zero marks will be awarded for the same. In cases of excused absence, the instructor may provide an opportunity to the student to reappear in quizzes or assignments or any other internal assessment criteria based on the approval from the principal & the concerned Head of the Department in written.

If a student fails to write Sem-In Exam-I or obtained less than 50% marks in Sem-In Exam-I, he must attend remedial classes and maintain a minimum 85% of attendance in remedial classes to be eligible for Make-up test for Sem-In exam-I. The marks scored in such remedial makeup will be considered. Further, the number of remedial classes to be conducted shall be 50% of regular classes held till the SEM-In exam-I. However, there is no make-up test for Sem-In Exam-II or for the Laboratory exams.

- A student's absence for a Sem-In Exams under the following circumstances is only considered for makeup test:
- Pre-approved participation in University/State/National/International co- curricular and extra-curricular activities
- Ill health and medical emergencies for the student leading to hospitalization with certification by the doctor stating inability of student to attend Sem-In exams clearly within the necessary dates.
- Death of a immediate family member.

Remedial Classes:

The following categories of students are recommended to attend Remedial classes:

- Students who did not attend or obtain a minimum of 50% marks in the Sem-In exam 1
- Students those for whom CO1/CO2 is(are) not attained in Sem-In Exam 1
- Any other student may also be permitted to attend remedial classes as per the discretion of the Principal/Dean.

The following are the guidelines to conduct remedial classes:

- Remedial classes which are scheduled to be conducted usually one- or two- weeks post conclusion of Sem-In exam1.
- The number of remedial classes to be conducted shall be 50% of regular classes held till the Sem-In exam-I.
- Remedial classes MUST NOT be scheduled during regular class work hours.

The following ALMs are recommended for slow learners:

One minute paper
 Think/Plan/Share
 Role play
 Focused listening and Listening for specifics
 Just-in time teaching
 Models
 Sheets
 Hands on activity

Course coordinators may also include alternate Active learning Methods based on the course being taught.

Grading Process

At the end of all evaluation components based on the performance of the student, each student is awarded based on absolute/relative grading system. Relative grading is only applicable to a section of a course in which the number of registered students is greater than or equal to 25. Choice of grading system is decided by the Course-Coordinator with due approval of Dean Academics and is specified in the course handout.

Absolute Grading

The list of absolute grades and its connotation are given below MBA program.

Performance	Letter Grade	Grade Point	Percentage of marks
Outstanding	O	10	90-100
Excellent	A+	9	80-89
Very Good	A	8	70-79
Good	B+	7	60-69
Pass	B	6	50-59
Fail	F	0	0-49
Fail	AB	0	Absent

Backlog Courses

A course is considered to be a backlog if the student has obtained 'F' grade in the course.

CHAPTER 10: PROMOTION

The student who, maintains a minimum attendance as per the attendance policy for promotion in a course, is eligible for appearing in the Sem-End examination.

Credit Transfer: The procedure of granting credit(s) to a student for course(s) undertaken at another institution.

Academic Bank of Credits:

ABC helps the students to digitally store their academic credits from any higher education institute registered under ABC in order to award Certificate/Diploma/Degree/Honors based on the credits earned by the student. All the credits acquired by the students are stored digitally by registering into Academic Bank of Credits (ABC) portal. It also supports retaining the credits for a shelf period and continue their program study with multiple breakovers. Students may exit from their current program of study due to any unforeseen reasons or to focus on their chosen career path. In such cases, the student may break for a period of time (preferably not in the middle of an academic year) and may continue with the program of study at a later stage. Moreover, students must be able to complete their program by not exceeding the maximum duration of the program. If not, they may be issued with a Certificate, diploma, degree or honors based on the credits acquired over the period of time for all the programs approved by UGC.

Award of Medals

KLEF awards Gold and Silver medals to the top two candidates in each program after successful completion of their study. The medals are awarded based on their CGPA during the Annual Convocation with the following constraints:

The grade obtained through betterment/ supplementary will not be considered for this award. She/he must have obtained first class with distinction for the award of Gold or Silver-medal.

Rustication

A student may be rusticated from the KLEF on disciplinary grounds, based on the recommendations of any empowered committee, by the Vice Chancellor.

CHAPTER 11: STUDENT COUNSELLING AND FEEDBACK

Counselling:

Student counselling / mentoring service ensures that every student gets to know the academic structure of the University and utilize maximum opportunities that the institute offers to fulfil their career and personal life goals. The objective of “Student Counselling/Mentoring Service” is to provide friendly support to the students for their well-being during their stay in the campus and for their holistic development.

Counsellors offer individual counselling to help students resolve personal or interpersonal problems. They may also offer small group counselling to help students enhance listening and social skills, learn to empathize with others, and find social support through healthy peer relationships. Counsellors also provide support to faculty by assisting with classroom management techniques and the development of programs to improve quality or safety. When necessary, counsellors may also intervene in a disrupted learning environment.

However, the benefits of counsellor-student relationships are as follows:

- Maintain academic standards and set goals for academic success.
- Develop skills to improve organization, study habits, and time management.
- Work through personal problems that may affect academics or relationships.
- Improve social skills.
- Cope with university or community-related violence, accidents.
- Identify interests, strengths, and aptitudes through assessment.

Counselling Policy:

Student counselling takes great place in K L University. Counselling is designed to facilitate student achievement, improve student behaviour, subject analysis levels, attendance, and help students develop socially, professionals with bachelor’s, master's degrees or beyond. Faculty counsellors provide counselling and serve an educational role in K L University. We have Mentors, Academic, Career, Physiological, Co-Curricular & Extra Curricular activities counsellors in order to support students who are experiencing personal or academic challenges, help students choose careers and plan for university and intervene when students face behavioural, physical, or mental health challenges.

The duties of counsellors:

Mentoring:

Plan and design a system for student behavior, mental health and academic challenges, define structural and functional characteristics of the system in detail, plan provisions for academic mentoring apart from classroom interaction.

Academic Counselling:

Develop a systematic and process-oriented mechanism to improve academic counseling in relation to student attendance, punctuality, performance of students in internal and semester examinations, course / program to be enrolled based on the strength and weakness of the student

Career Counselling:

Conduct personality test (SWEAR) to find suitable career path, Create awareness on the job opportunities, career paths that exist in a specific discipline.

Psychological Counselling:

Organize and strengthen the student counseling services, engage qualified and experienced mentors and advisories for each class of students for providing psychological guidance as required.

Guidance on Co-Curricular & Extra Curricular activities:

Form student clubs to give train and encourages the students to improve their skills, physical fitness and mental strength.

Early intervention:

Counsellors receive training about learning difficulties and psychological concerns that commonly manifest in children and adolescents. They may also provide referrals, recommendations, and suggestion to parents about mental health of their wards.

Special needs services:

Counsellors often support the special needs of students and may oversee programs that address requirements or learning difficulties.

Counselling Procedures:

The HOD will allot 20 Students once admitted into a program to a faculty with allocation priority commencing from professors and onwards. The faculty concerned will be called a counsellor/mentor. One hour per week will be allocated by the departments to enable the counsellors to counsel the students on various aspects. The counsellor will maintain a separate sheet to record student performance and also different kinds of counselling undertaken.

Counsellor shall communicate with parents through mail, SMS and also through telephonic conversations. Student's attendance, marks, placement etc. data must inform to parents once in a month. The communication undertaken shall be recorded in a separate register.

The following are the various aspects of counselling that the counsellors will address during their interaction.

Mentoring

- Counsellor shall counsel the students regularly when the performance of the student is found be un-satisfactory
- Form a Student-Teacher-Group to share regular updates and events.
- Form a Parent-Teacher-Association to share regular updates and events.
- Conduct the feedback on counselling.
- The counselling data sheet shall be submitted to the principal for verification and approval.
- At the end of the semester a summary report and recommendations will be sent to Dean Academics Office
- Counsellor shall acquire backlog data and record the same into the counselling sheets
- Counsellor will acquire data about the attendance and performance in the internal evaluation and record them into the counselling data sheet.
- Counsellors shall counsel the students regularly to track the performance of the students
- The counselling data sheet shall be submitted to the principal for verification and approval.
- At the end of the semester a summary report will be sent to Dean Academics Office.
- Counsellor has to take SWEAR analysis data in first year.
- Counsellor shall acquire the data related to performance of the students in all the soft skills and other courses that contributes towards employability/ entrepreneurship/ career advancement the career counselling data sheets.
- Counsellor will acquire data about the attendance and performance of the students during all the placement drives conducted by KLU and records the same into the counselling sheet.

- Counsellors shall counsel the students regularly when the performance of the student is found to be un-satisfactory.
- The counselling sheet shall be verified by principal and corrective actions if any will be recommended to the respective departments.
- At the end of the semester a summary report will be sent to Dean Academics Office.

Psychological Counselling

- Counsellor shall acquire data pertaining to psychological status of the students and record the same into the counselling sheets
- Counsellor will acquire data about the attendance and performance in the internal evaluation and record them into the counselling sheet and see whether the performance is in any way related.
- Counsellor shall counsel the students regularly when the performance of the student is found to be un-satisfactory
- Counsellor should identify the need of any therapy required.
- Once it is identified, the counsellor will arrange the treatment according to the psychological status of the student.
- Counsellor should maintain the progression level of the student periodically.
- The counselling sheet shall be verified by principal and corrective actions if any will be recommended to the respective departments.
- At the end of the semester a summary report will be sent to Dean Academics Office.

HODs have to submit monthly /semester / Academic Year Counselling reports with necessary comments and proofs to Dean Academics office duly signed by concerned Principal/Director. Visit following link <https://www.kluniversity.in/site/acadboard.htm>

Feedback System

At KLEF, monitoring of feedback is a continuous process. Feedback is obtained from students and parents on various aspects. Feedback is taken through personal interaction with students, interaction with parents in addition to mid-semester and end-semester feedback.

The institution assesses the learning levels of the students, after admission and organizes special programs for advanced learners and slow learners.

Feedback Types:

In first year SWEAR analysis is done for every student in such a way it identifies their interests, pre-existing knowledge, aspects to improve technical and logical skills based on their career choice. The following are the different types of feedback taken at regular intervals:

- (i). Student General Feedback (Twice in a Sem.)
- (ii). Student Satisfaction Survey (Once in a Sem.)
- (iii). Student Exit Feedback (Once in a Year)
- (iv). Academic Peers Feedback on Curriculum (Once in a Sem.)
- (v). Parents Feedback on Curriculum (Once in a Sem.)
- (vi). Alumni Feedback on Curriculum (Once in a Sem.)
- (vii). Industry Personnel Feedback on Curriculum (Once in a Sem.)

- (viii). Student Feedback on Curriculum (Once in a Sem.)
- (ix). Faculty Satisfaction Survey (Once in a Sem.)
- (x). Parent Teacher Association (Once in a Sem.)

Feedback Procedure:

General Feedback to be taken from the students on the aspects like Course Contents, Teaching Learning Process, Outcomes, Resources and Evaluation twice in every semester (Mid semester and End Semester Feedback) in a structured format floated by dean academics office)

Student Satisfaction Survey (SSS) to all innovative methods and approaches should be recorded at appropriate intervals and the process should be refined based on that. Students should be sensitized on the process and methods and their understanding of the same should be assured.

Exit survey feedback to be taken from the final year students on the aspects like entrance test, admission process, Course Contents, Teaching Learning Process, Outcomes, Resources and Evaluation, placements etc.

Structured feedback for design and review of syllabus – semester wise / year wise is received from Students, Alumni, Peers, Parent, Industry Personnel.

Satisfaction Survey to be taken from the existing faculty on Course Contents, Teaching Learning Process, Outcomes, Resources and Evaluation once in every semester in a structured format floated by dean academics office.

Parent Teacher Association (PTA) to develop the potential of parents and to strengthen their relationship with their children through planning and conducting a variety of developmental and recreational activities.

Online Feedback is collected from all the students once at the end of the semester using well designed questionnaire. Informal feedback will be collected in parallel from selected student representatives within 4-5 weeks of commencement of the semester by the Office of Dean Academics.

HODs have to submit monthly /semester / Academic Year Feedback reports with necessary comments and proofs to Dean Academics office duly signed by concerned Principal/Director. Visit following link <https://www.kluniversity.in/site/feedsys.htm>

Evaluation

Students desirous of seeing their Semester-End Examination answer scripts have to apply online to the COE for the same within the timeframe as declared by the COE by paying the prescribed fee. Student applications must be forwarded by the Head of the Department and the Principal of the School and then re-evaluation fees are to be paid. The application along with the attached fee receipt must be submitted to the office of the COE.

There is no provision for re-evaluation in case of Lab/Practical/skilling exams, student project, viva-voce exam or seminar/design/mini-project courses.

The final grades awarded to each course shall be announced by the COE and the same will be made available to students through the website/notice boards.

Academic Counselling Board (ACB)

Academic Counselling Board is constituted by the Dean Academics. This board shall comprise of the Chairman, Convener, Principal/Director, HOD and Professor/Associate Professor. A student will be put under Academic Counselling Board in the following circumstances:

Has CGPA of less than 6.00.

Has 'F' grade or 'Detained' in multiple courses.

The first level of Counselling such students will be done by the Mentor of the student and the HoD followed by the ACB and the list of students who have to undergo the ACB counselling be forwarded by the HoD to the Office of Dean Academics.

The students undergoing the Academic Counselling Board process may be allowed to register only for few courses based on the recommendation of Academic Counselling Board.

CHAPTER 12: PROGRAM STRUCTURE

Department of Master of Business Administration Master of Business Administration Y 23 Programme Structure

SI No	Code	Course Name	Name	Mode	Type	L -T-P-S	Credits	CH	Pre-Requisites
1	22MB5101	Applied Quantitative Methods for Business Management	AQM	R	BSS	2-1-0-0	3	3	NIL
2	22MB5209	Business Research Methodology	BRM	R	BSS	3-0-0-0	3	3	AQM
3	22SDMB01	Logic Building & Reasoning Skills for Managers	LBRS	R	SDC	0-0-0-8	2	8	NIL
4	22UC2107	Professional Skills for Managers	PSM	R	HAS	0-0-4-0	2	4	PMOB
5	23UC1203	Design Thinking and Innovation	DTI	R	HAS	0-0-4-0	2	4	NIL
6	22MB5102	Principles of Management and Organizational Behaviour	PMOB	R	PC	3-0-0-0	3	3	NIL
7	22MB5103	Business Economics	BE	R	PC	3-0-0-0	3	3	NIL
8	22MB5104	Financial and Management Accounting	FMA	R	PC	2-1-0-0	3	3	NIL
9	22MB5105	Marketing Management	MKM	R	PC	3-0-0-0	3	3	NIL
10	22MB5106	Business Environment (Indian & International Environment)	BEV	R	PC	3-0-0-0	3	3	NIL
11	22MB5107	Business Legislation	BL	R	PC	2-0-0-0	2	2	NIL
12	22MB5208	Business Analytics for Decision Making	BADM	R	PC	2-0-2-0	3	4	AQM
13	22MB5210	Human Resource Management	HRM	R	PC	3-0-0-0	3	3	PMOB
14	22MB5211	Financial Management	FM	R	PC	2-1-0-0	3	3	FMA
15	22MB5212	Operations Management	OM	R	PC	3-0-0-0	3	3	PMOB
16	22MB5213	Enterprise Resource Planning	ERP	R	PC	2-0-0-4	3	6	PMOB
17	22MB5214M	Project Management	PM	M	PC	2-0-0-0	2	2	NIL

18	22MB6115	Strategic Management	SMG	R	PC	3-0-0-0	3	3	BEV
19	22MB6116	Entrepreneurship and Family Business	EFB	R	PC	2-0-0-0	2	2	PMOB
20	22MB6117	Business Ethics and Corporate Governance	BECG	R	PC	2-0-0-0	2	2	PMOB
21	22MB6218	Leadership in Organisations	LO	R	PC	2-0-0-0	2	2	HRM
22	22MB61XX	Professional Elective – 1 (FM/HR/MM/BA/SCM)		R	PE	0	3	3	
23	22MB61XX	Professional Elective – 2 (FM/HR/MM/BA/SCM)		R	PE	0	3	3	
24	22MB61XX	Professional Elective – 3 (FM/HR/MM/BA/SCM)		R	PE	0	3	3	
25	22MB61XX	Professional Elective – 4 (FM/HR/MM/BA/SCM)		R	PE	0	3	3	
26	22MB61XX	Professional Elective – 5 (Sectoral Specialization I)		R	PE	0	3	3	
27	22MB62XX	Professional Elective – 6 (FM/HR/MM/BA/SCM)		R	PE	0	3	3	
28	22MB62XX	Professional Elective – 7 (FM/HR/MM/BA/SCM)		R	PE	0	3	3	
29	22MB62XX	Professional Elective – 8 (FM/HR/MM/BA/SCM)		R	PE	0	3	3	
30	22MB62XX	Professional Elective – 9 (FM/HR/MM/BA/SCM)		R	PE	0	3	3	
31	22MB62XX	Professional Elective – 10 (Sectoral Specialization II)		R	PE	0	3	3	
32	22MB50N0	Summer Internship Program	SIP	R	INT	0-0-0-36	9	36	NIL
33	22MB61TP	Term Paper	PR	R	PR	0-0-4-0	2	4	NIL
34	22MB62E8	Management Research Project	MRP	R	PR	0-0-12-0	6	12	NIL
Total Credits								102	

Elective Courses									
Operations & Supply Chain Management									
Sl No	Code	Course Name	Name	Mode	Type	L - T – P-S	Credits	CH	Pre-Requisites
1	22MB61L1	Materials Management	MT	R	PE	3-0-0-0	3	3	OM
2	22MB61L2	Fundamentals of Supply Chain Management	FSCM	R	PE	3-0-0-0	3	3	OM
3	22MB61L3	Operations Strategy	OS	R	PE	3-0-0-0	3	3	OM
4	22MB61L4	Total Quality Management	TQM	R	PE	3-0-0-0	3	3	OM
5	22MB62L5	Lean Management	LM	R	PE	3-0-0-0	3	3	OM
6	22MB62L6	Warehouse Management	WHM	R	PE	3-0-0-0	3	3	OM
7	22MB62L7	Supply Chain Analytics	SCA	R	PE	2-0-2-0	3	4	OM
8	22MB62L8	International Logistics Management	ILM	R	PE	3-0-0-0	3	3	OM
Marketing Management									
Sl No	Code	Course Name	Name	Mode	Type	L-T-P-S	Credits	CH	Pre-Requisites
1	22MB61M1	Product and Brand Management	PBM	R	PE	3-0-0-0	3	3	MKM
2	22MB61M2	Promotion and Distribution Management	PDM	R	PE	3-0-0-0	3	3	MKM
3	22MB61M3	Global Marketing Management	GM	M	PE	3-0-0-0	3	3	MKM
4	22MB61M4	Advertisement and Sales Promotion	ASP	R	PE	3-0-0-0	3	3	MKM
5	22MB61M5	Consumer Behaviour	CB	R	PE	3-0-0-0	3	3	MKM
6	22MB61M6	Digital Marketing	DM	R	PE	3-0-0-0	3	3	MKM
7	22MB62M7	Services Marketing	SM	R	PE	3-0-0-0	3	3	MKM
8	22MB62M8	Customer Relationship Management	CRM	R	PE	3-0-0-0	3	3	MKM
9	22MB62M9	Rural and Agricultural Marketing	RAM	R	PE	3-0-0-0	3	3	MKM
10	22MB62M10	Event and Entertainment Management	EEM	R	PE	3-0-0-0	3	3	MKM
11	22MB62M11	Sales and Promotion Management	SPM	R	PE	3-0-0-0	3	3	MKM
12	22MB62M12	Logistics and Supply Chain Management	LSCM	R	PE	3-0-0-0	3	3	MKM

Financial Management									
SI No	Code	Course Name	Name	Mode	Type	L-T-P-S	Credits	CH	Pre-Requisites
1	22MB61F1	Wealth Management	WM	R	PE	3-0-0-0	3	3	FM
2	22MB61F2	Financial Markets and Services	FMS	R	PE	3-0-0-0	3	3	FM
3	22MB61F3	Security Analysis and Portfolio Management	SAPM	R	PE	2-1-0-0	3	3	FM
4	22MB61F4	Behavioural Finance	BF	R	PE	3-0-0-0	3	3	FM
5	22MB62F5	Strategic Financial Management	SFM	R	PE	2-1-0-0	3	3	FM
6	22MB62F6	Financial Risk Management	FRM	R	PE	2-1-0-0	3	3	FM
7	22MB62F7	Infrastructure Finance	IF	R	PE	3-0-0-0	3	3	FM
8	22MB62F8	International Financial Management	IFM	R	PE	2-1-0-0	3	3	FM
9	22MB62F9	Blockchain Technology	BCT	R	PE	3-0-0-0	3	3	FM
Human Resource Management									
SI No	Code	Course Name	Name	Mode	Type	L-T-P-S	Credits	CH	Pre-Requisites
1	22MB61H1	Talent and Competency Management	TCM	R	PE	3-0-0-0	3	3	HRM
2	22MB61H2	Dynamics of Employee Relations	DER	R	PE	3-0-0-0	3	3	HRM
3	22MB61H3	Performance Management and Reward Systems	PMRS	R	PE	3-0-0-0	3	3	HRM
4	22MB61H4	Labour Legislation	LL	R	PE	3-0-0-0	3	3	HRM
5	22MB61H5	Human Resource Planning	HRP	R	PE	3-0-0-0	3	3	HRM
6	22MB62H6	International Human Resource Management	IHRM	R	PE	3-0-0-0	3	3	HRM
7	22MB62H7	Organizational Change and Change Management	OCCM	R	PE	3-0-0-0	3	3	HRM
8	22MB62H8	Strategic Human Resource Management	SHRM	R	PE	3-0-0-0	3	3	HRM
9	22MB62H9	Compensation Management	CM	R	PE	3-0-0-0	3	3	HRM
10	22MB62H10	Training and Development	TD	R	PE	3-0-0-0	3	3	HRM
11	22MB62H11	Conflict Management and Negotiation	CMN	R	PE	3-0-0-0	3	3	HRM

Business Analytics									
SI No	Code	Course Name	Name	Mode	Type	L-T-P-S	Credits	CH	Pre-Requisites
1	22MB61U1	Introduction to Advanced Technologies	IAT	R	PE	2-0-2-0	3	4	BADM
2	22MB61U2	Data Visualization using Tableau	DVT	R	PE	2-0-2-0	3	4	NIL
3	22MB61U3	Econometrics with Business Applications Using R	EBA	R	PE	2-0-2-0	3	4	BADM
4	22MB61U4	Data Warehousing and Data Mining	DWDM	R	PE	2-0-2-0	3	4	NIL
5	22MB61U5	Advanced Business Analytics	ABM	R	PE	2-0-2-0	3	4	BADM
6	22MB61U6	Advanced Excel	AE	R	PE	2-0-2-0	3	4	NIL
7	22MB62U7	People Analytics	PA	R	PE	2-0-2-0	3	4	HRM
8	22MB62U8	Business Analytics in Marketing	BAM	R	PE	2-0-2-0	3	4	MKM
9	22MB62U9	Business Analytics in Finance	BAF	R	PE	2-0-2-0	3	4	SAPM
10	22MB62U10	Big Data Analysis and Its Application	BDA	R	PE	2-0-2-0	3	4	BADM
11	22MB62U11	Machine Learning with Business Applications (with R and Python)	ML	R	PE	2-0-2-0	3	4	BADM
SECTORAL ELECTIVES									
BANKING									
SI No	Code	Course Name	Name	Mode	Type	L-T-P-S	Credits	CH	Pre-Requisites
1	22MB61B0	Overview of Banking	OB	R	PE	3-0-0-0	3	3	NIL
2	22MB62B1	Banking Service Operations	BSO	R	PE	3-0-0-0	3	3	NIL
HEALTHCARE & HOSPITAL MANAGEMENT									
SI No	Code	Course Name	Name	Mode	Type	L-T-P-S	Credits	CH	Pre-Requisites
1	22MB61D0	Overview of Healthcare Management	OHM	R	PE	3-0-0-0	3	3	NIL
2	22MB62D1	Management of Healthcare Operations	MHO	R	PE	3-0-0-0	3	3	NIL

RETAIL MANAGEMENT									
SI No	Code	Course Name		Mode	Type	L-T-P-S	Credits	CH	Pre-Requisites
1	22MB61R0	Overview of Retailing	OR	R	PE	3-0-0-0	3	3	NIL
2	22MB62R1	Management of Retail Operations	MRO	R	PE	3-0-0-0	3	3	NIL
INFORMATION TECHNOLOGY									
SI No	Code	Course Name	Name	Mode	Type	L-T-P-S	Credits	CH	Pre-Requisites
1	22MB61I0	IT Enabled Services	ITES	R	PE	3-0-0-0	3	3	NIL
2	22MB62I1	Marketing of Software Solutions	MSS	R	PE	3-0-0-0	3	3	NIL
RURAL & AGRICULTURAL MARKETING									
SI No	Code	Course Name	Name	Mode	Type	L-T-P-S	Credits	CH	Pre-Requisites
1	22MB61G0	Overview of Agriculture and Rural Sectors in India	OARS	R	PE	3-0-0-0	3	3	NIL
2	22MB62G1	Management of Agricultural and Rural Development in India	MARD	R	PE	3-0-0-0	3	3	NIL
PHARMACEUTICAL MARKETING									
SI No	Code	Course Name	Name	Mode	Type	L-T-P-S	Credits	CH	Pre-Requisites
1	22MB61P0	Pharmaceutical Marketing Management	PMM	R	PE	3-0-0-0	3	3	NIL
2	22MB62P1	Advanced Pharmaceutical Marketing Management	APMM	R	PE	3-0-0-0	3	3	NIL

CHAPTER 13: ARTICULATION MATRIX

Program Articulation Matrix (Mapping of Courses with POs)

S.No	Course Code	Course Title	Category	L	T	P	S	Cr	PO							PSO	
									1	2	3	4	5	6	7	1	2
1	22MB5101	Applied Quantitative Methods for Business Management	BSS	2	1	0	0	3	1						3		
2	22MB5209	Business Research Methodology	BSS	3	0	0	0	3	1						2		
3	22SDMB01	Logic Building & Reasoning Skills for Managers	SDC	0	0	0	8	2					3				
4	22UC2107	Professional Skills for Managers	HAS	0	0	4	0	2					2				
5	23UC1203	Design Thinking and Innovation	HAS	0	0	4	0	2				3					
6	22MB5102	Principles of Management and Organizational Behaviour	PC	3	0	0	0	3			2		3				2
7	22MB5103	Business Economics	PC	3	0	0	0	3		2				1			
8	22MB5104	Financial and Management Accounting	PC	2	1	0	0	3	1					3		1	
9	22MB5105	Marketing Management	PC	3	0	0	0	3	1					3			2
10	22MB5106	Business Environment (Indian & International Environment)	PC	3	0	0	0	3	2		3						
11	22MB5107	Business Legislation	PC	2	0	0	0	2	1					2			
12	22MB5208	Business Analytics for Decision Making	PC	2	0	2	0	3							3		
13	22MB5210	Human Resource Management	PC	3	0	0	0	3	1				2			2	
14	22MB5211	Financial Management	PC	2	1	0	0	3	1					3			
15	22MB5212	Operations Management	PC	2	0	0	4	3	1					3			
16	22MB5213	Enterprise Resource Planning	PC	3	0	0	0	3							2		
17	22MB5214M	Project Management	PC	2	0	0	0	2									
18	22MB6115	Strategic Management	PC	3	0	0	0	3				2					
19	22MB6116	Entrepreneurship and Family Business	PC	2	0	0	0	2	1					2			
20	22MB6117	Business Ethics and Corporate Governance	PC	2	0	0	0	2						2			
21	22MB6218	Leadership in Organisations	PC	2	0	0	0	2	1				2			2	

22	22MB61L1	Materials Management	PE	3	0	0	0	3		2							
23	22MB61L2	Fundamentals of Supply Chain Management	PE	3	0	0	0	3	2				2		1	2	
24	22MB61L3	Operations Strategy	PE	3	0	0	0	3	2	1							
25	22MB61L4	Total Quality Management	PE	3	0	0	0	3				3	2				
26	22MB62L5	Lean Management	PE	3	0	0	0	3	3		2						
27	22MB62L6	Warehouse Management	PE	3	0	0	0	3	1				2				
28	22MB62L7	Supply Chain Analytics	PE	2	0	2	0	3	1				1	3			
29	22MB62L8	International Logistics Management	PE	3	0	0	0	3	1		2		2				
30	22MB61M1	Product & Brand Management	PE	3	0	0	0	3					2				
31	22MB61M2	Promotion & Distribution Management	PE	3	0	0	0	3					2				
32	22MB61M3	Global Marketing Management	PE	3	0	0	0	3			1		2				
33	22MB61M4	Advt & Sales Promotion	PE	3	0	0	0	3					2				
34	22MB61M5	Consumer Behaviour	PE	3	0	0	0	3				1	2				
35	22MB61M6	Digital Marketing	PE	3	0	0	0	3	1			1	2				
36	22MB62M7	Services Marketing	PE	3	0	0	0	3		1			2				
37	22MB62M8	Customer relationship Management	PE	3	0	0	0	3					2				
38	22MB62M9	Rural & Agricultural Marketing	PE	3	0	0	0	3					2				
39	22MB62M10	Event & Entertainment Management	PE	3	0	0	0	3		2							
40	22MB62M11	Sales & Promotion Management	PE	3	0	0	0	3					2				
41	22MB62M12	Logistics & Supply Chain Management	PE	3	0	0	0	3					2				
42	22MB61F1	Wealth Management	PE	3	0	0	0	3	1			3					
43	22MB61F2	Financial Markets and Services	PE	3	0	0	0	3					2				
44	22MB61F3	Security Analysis and Portfolio Management	PE	2	1	0	0	3					3				
45	22MB61F4	Behavioural finance	PE	3	0	0	0	3					2				
46	22MB62F5	Strategic Financial Management	PE	2	1	0	0	3					2				
47	22MB62F6	Financial Risk Management	PE	2	1	0	0	3					3				
48	22MB62F7	Infrastructure Finance	PE	3	0	0	0	3	1			3					
49	22MB62F8	International Financial Management	PE	2	1	0	0	3					3				
50	22MB62F9	Blockchain Technology	PE	3	0	0	0	3		2	2	3	3				

51	22MB61H1	Talent and Competency Management	PE	3	0	0	0	3	1		3					1	2
52	22MB61H2	Dynamics of Employee Relations	PE	3	0	0	0	3	2	3						1	2
53	22MB61H3	Performance Management & Reward Systems	PE	3	0	0	0	3		2				2			
54	22MB61H4	Labour Legislation	PE	3	0	0	0	3	1					2			
55	22MB61H5	Human Resource Planning	PE	3	0	0	0	3	1	1				2			
56	22MB61H6	International Human Resource Management	PE	3	0	0	0	3			1			2			
57	22MB62H7	Organizational Change & Change Management	PE	3	0	0	0	3	1	2							
58	22MB62H8	Strategic Human Resource Management	PE	3	0	0	0	3	1	2							
59	22MB62H9	Compensation Management	PE	3	0	0	0	3	2			3					
60	22MB62H10	Training & Development	PE	3	0	0	0	3					2	3			
61	22MB62H11	Conflict Management & Negotiation	PE	3	0	0	0	3	1							1	2
62	22MB61U1	Introduction to Advanced Technologies	PE	3	0	0	0	3				2					
63	22MB61U2	Data Visualization using Tableau	PE	2	0	2	0	3	3						3		2
64	22MB61U3	Econometrics with Business Applications using R	PE	2	0	2	0	3		1	1				3		
65	22MB61U4	Data Warehousing & Data Mining	PE	3	0	0	0	3	3						3		
66	22MB61U5	Advanced Business Analytics	PE	2	0	2	0	3			2				3		
67	22MB61U6	Advanced Excel	PE	2	0	2	0	3	2						3		
68	22MB62U7	People Analytics	PE	2	0	2	0	3	3						1	1	
69	22MB62U8	Business Analytics in Marketing	PE	2	0	2	0	3	3						3		
70	22MB62U9	Business Analytics in Finance	PE	2	0	2	0	3			3				3		
71	22MB62U10	Big Data Analytics and Its Application	PE	2	0	2	0	3	3						3		
72	22MB62U11	Machine Learning with Business Applications (with R and Python)	PE	2	0	2	0	3	2	3							
73	22MB61B0	Overview of Banking	PE	3	0	0	0	3	2				2	2			
74	22MB62B1	Banking Service Operations	PE	3	0	0	0	3	2					2		1	
75	22MB61R0	Overview of Retailing	PE	3	0	0	0	3	2					3			
76	22MB62R1	Management of Retail Operations	PE	3	0	0	0	3	3	2							
77	22MB61D0	Overview of Healthcare Management	PE	3	0	0	0	3	2								1
78	22MB62D1	Management of Healthcare Operations	PE	3	0	0	0	3						3			

79	22MB61I0	IT Enabled Services	PE	3	0	0	0	3	1					3			
80	22MB62I1	Marketing of Software Solutions	PE	3	0	0	0	3	1					3			
81	22MB61P0	Pharmaceutical Marketing Management	PE	3	0	0	0	3		2				2			
82	22MB62P1	Advanced Pharmaceutical Marketing Management	PE	3	0	0	0	3									
83	22MB61G0	Overview of Agriculture & Rural Sectors in india	PE	3	0	0	0	3	2					2			1
84	22MB62G1	Management of Agricultural & Rural Development in India	PE	3	0	0	0	3		2	2						

COURSE OUTCOMES WITH PROGRAM OUTCOMES (POs) and PROGRAM SPECIFIC OUTCOMES (PSOs) ARTICULATION MATRIX

S. No	Course Code	Course Title	L-T-P-S	Description of the Course Outcome	Program Outcomes							PSO		
					1	2	3	4	5	6	7	1	2	
1	22MB5101	Applied Quantitative Methods for Business Management	2-1-0-0	Identify the source of a quantifiable problem, recognize the issues involved and produce an appropriate action plan.	3									
				Translate a problem into a simple mathematical model to allow easier understanding and to aid problem solving	3									
				Employ R Programming software to solve problems	3									
				Calculate and interpret numerous statistical values and appreciate their value to the business Manager.						2				
2	22MB5209	Business Research Methodology	3-0-0-0	Understand and independently apply the research process to business problems.							2			
				Evaluate different statistical methods that are applicable to specific research problems.							2			
				Take data driven business decisions.			1							
				Analyze organizational data using software packages			2							
3	22SDMB01	Logic Building & Reasoning Skills for Managers	0-0-0-8	Apply the concepts of mathematical principles besides logic and basic mathematical formulae to solve word based situational challenges.	1	3								
				Formulate the particulars of commercial math with logical tricks.			2							
				Estimate inductive reasoning, to categorize the rules-			2							

				set from a given list of observations and relate them to predict the conclusions according to the given conditions.										
				Differentiate assumptions and arguments in critical reasoning.		2								
4	22UC2107	Professional Skills for Managers	0-0-4-0	Updating grammar concepts and receptive skills to demonstrate in placement tests					3					
				Demonstrate intrapersonal in the process of setting the Goal.					2					
				Distinguishing different styles and forms of writing skills and using them while documenting					2					
				Able to present and communicate themselves effectively during discussions.					3					
5	23UC1203	Design Thinking and Innovation	0-0-4-0	Understand the importance of Design thinking mindset for identifying contextualized problems		2								
				Analyze the problem statement by empathizing with user						2				
				Develop ideation and test the prototypes made							3			
				Explore the fundamentals of entrepreneurship skills for transforming the challenge into an opportunity					2					
6	22MB5102	POM & Organization behaviour	3-0-0-0	Apply the concepts, principles and functions of management and planning process to develop plans and improve organizational performance, apply organizing concepts in designing organizational structures		3								
				Apply the knowledge of Personality, Perceptions & Values to manage the individuals in the organizations.			3							
				Apply the knowledge of Learning, Motivation and						3				

				Attitudes to manage the individuals in the organizations.										
				Apply the knowledge of group/organizational behavior of the people to manage the teams in the organization.				3						
7	22MB5103	Business Economics	3-0-0-0	Apply the intuition for analyzing economic problems from a Managerial perspective in an organizational & business context. Use the basic tools that structure the microeconomic problems for optimal decision making.			2	2						
				Analyze the theory of demand, forecast and estimation of demand for managerial decision-making.			2							
				Analyze different types of competition that existing external Environment.				2						
				Analyze the Macro Economic Environment of the Organization				1						
8	22MB5104	Financial and Management Accounting	2-1-0	To understand the accounting process in business.	2									
				To gain a knowledge on application of concepts and principles in preparing						2				
				To evaluate the tactical decisions of middle level managers relating to cost and management accounting	3									
				To analyze the financial statements and evaluate the decisions for better investment.							1			
9	22MB5105	Marketing Management	3-0-0-0	Explain the key terms, definitions, and concepts used in the study of Marketing Management and understand the changing Marketing Environment	3									
				Apply the knowledge of marketing concepts to strategize the marketing program regarding product	3	2								

				and pricing													
				Apply the knowledge of marketing concepts to strategize the marketing program regarding promotion and distribution	3	2											
				Understand the need for ethics in marketing and the importance of social and green marketing							3						
10	22MB5106	Business Environment (Indian & International)	3-0-0-0	Outline various components of Business Environment.		2											
				Recognize, distinguish, paraphrase and explain the impact of business environment on business activities.		3											
				Understand the role of regional economic integration and political integration.			2										
				Apply Cognitive knowledge of global issues, to internationalize business.			3										
11	22MB5107	Business Legislation	3-0-0-0	Apply core concepts in the legal structure of business.	3												
				The student will be able to interpret the main statutory provisions relevant to the business organization.							3						
				The student will be able to identify and explain the legal issues arising in some of the main day to day dealings of the business organization and provide advice or remedy for those issues.							3						
				The student will be able to provide advice or remedy for those legal issues.							3						
12	22MB5208	Business Analytics for	2-0-2-0	Ability to make data driven decisions		1		1									

		Decision Making																
				Using R to input and output data							3	2						
				Generating Descriptive Statistical Reports							3	2						
				Data Visualization and story telling							2		1					
13	22MB5210	Human Resource Management	3-0-0-0	Integrated perspective on role of HRM in modern business			2											
				Competency to recruit, train, and appraise the performance of employees							2							
				Rational design of compensation and salary administration and ability to handle employee issues			1				3							
				Ability to understand and interpret emerging trends in HR							3							
14	22MB5211	Financial Management	2-1-0-0	To gain a knowledge on availability of various sources of finance and markets for raising of funds.	2													
				To evaluate the long term and short term investment decisions	1						3							
				To Evaluate the financing decisions by using different techniques of valuation.							3							
				To evaluate the dividend Decisions in relation to wealth maximization.							3							
15	22MB5212	Operations Management	3-0-0-0	Illustrate the general concepts of overall plant and production management using appropriate analysis tools	2													
				Establish methods for maximizing productivity and understand the purpose of setting and attaining high levels of throughput and customer service		2	3											
				Optimize the use of resources which include: people, plant, equipment, tools		2	3											
				Make the best use of technology to achieve maximum	1		2											

				efficiency, especially in the planning and control of operations												
16	22MB5213	Enterprise Resource Planning	2-0-0-4	Understand Foundational concepts of Information Systems & ERP	3											
				Analyze the role of IS & ERP in organizations.		2										
				Evaluate the IS structures, Business Models		2										
				Evaluate the ERP Implementation Processes and Methodologies	3											
17	22MB5214	Project Management	2-0-0-0	Understand tools and considerations used in assessing and selecting suitable projects.		2										
				Analyze the usefulness of planning, monitoring and control techniques as means of achieving business improvement and change.				2								
				Evaluate a project to provide cost estimates and to plan the various activities					3							
				Evaluate team building skills required to support successful performance.					3							
18	22MB6115	Strategic Management	3-0-0-0	Understand basic concepts Strategic Management	3										2	
				Learning and developing competitive strategies.			2									
				Apply corporate restructuring.					2							
				Learning and Understand the business.						2						
29	22MB6116	Entrepreneurship & Family Business	2-0-0-0	Understand and explain the key terms, definitions, and concepts used in Entrepreneurship Development and Construct a well-structured business plan	3						1					
				Understand and explain the concept of family business and managerial implications of family business and family myths	3											

				Understand the issues of leadership transition in family business and apply the knowledge of change management in the family business			2							
				Understand the schemes and support available for entrepreneurs from the government and institutional support for entrepreneurial development				2						
20	22MB6117	Business Ethics & Corporate Governance	2-0-0-0	Gain knowledge about differences between ethics and morals, various ethical theories.	3									
				Have proficiency about the definition, objectives, natures and sources of ethics.			2							
				Have adequate knowledge in ethical issues in corporate governance, the problems of whistle blowing.				2						
				Become an expert in ethical issues in employer-employee relations, ethical issues in marketing.					3					
21	22MB6218	Leadership in Organisations	3-0-0-0	To Identify leadership in a dynamic business environment				2						
				To interpret effective leaders by teaching them the necessary techniques and behaviors.						2		3		
				To categorize how to use leadership in organisations.								3		
				To discriminate the capacity of leaders for organisations.										
22	22MB561L1	Materials Management	3-0-0-0	Analyze different concepts of Materials management				2						
				Formulate various purchasing strategies						2		1	2	
				Assess the different levels of inventory required in an organization						2		1		
				Understanding Materials Requirement Planning	1	2								

23	22MB61L2	Fundamentals of Supply Chain Management	3-0-0-0	Understanding the concepts of Supply chain	2								1	2
				Illustrate networks in different sectors			1							
				Analyze using forecasting methods								1		
				Understanding sourcing in SCM	2									
24	22MB61L3	Operations Strategy	3-0-0-0	Understand various elements of manufacturing operations	2								1	2
				Examining various elements and decision categories in an operations strategy	2	1								
				Understand different integrated strategic approaches			1							
				Resolving issues in outsourcing and globalization				2		1				
25	22MB61L4	Total Quality Management	3-0-0-0	Understand the basic concepts of quality management	1								1	2
				Understand the contributions of Quality gurus towards quality deployment				3		2				
				Understand the process of QFD				3	2					
				To understand the importance of redesign and reengineering for quality improvement.				3		2				
26	22MB62L5	Lean Management	3-0-0-0	Understand the basic concept of production systems	3								1	2
				Applying the concept of lean principles	3		2							
				Applying waste reduction processes to increase efficiency	3		2	1						
				Designing training methods for lean implementation					1	1				
27	22MB62L6	Warehouse Management	3-0-0-0	To understand various warehouse operations	1						2		1	2
				To understand warehouse management system							2			

				Illustrate various costs involved						2			
				Understand warehouse waste management concepts			2						
28	22MB62L7	Supply Chain Analytics	2-0-2-0	Understand Basic analytical methods	2					3	3	1	2
				Perform Predictive Analytics in Supply Chain						3	3		
				Perform Prescriptive Analytics in Supply Chain						3	3		
				Perform Advanced Analytics in Supply Chain						3	3		
29	22MB62L8	International Logistics Management	3-0-0-0	understand the various components of International Logistics management	1							1	2
				apply the knowledge in designing suitable and modes of transportation in international trade			2			2			
				Application of Containerization and Chartering in the present scenario			2						
				Understand the importance of Packaging and Packing in Logistics					1	2			
30	22MB61M1	Product & Brand Management	3-0-0-0	Understand the components of Product Management.	3							1	
				Design, implement and evaluate Product Iteration		2							
				Evaluate Branding Strategies, Brand Portfolio							1		
				Evaluate sources of “Brand equity” and Apply branding strategies in different sectors							1		
31	22MB61M2	Promotion & Distribution Management	3-0-0-0	To study logistics supply chain networks and strategies.	2							1	
				To understanding of logistics operating areas and their interrelationship	2								

				To Understand the importance and implications of a customer-focused logistics strategy.		2	3						
				Develop an in-depth understanding of logistics operating areas and their interrelationships		2	3						
32	22MB61M3	Global Marketing Management	3-0-0-0	Understand the concepts relating to the global market.	1								1
				Learning and applying marketing strategies for global markets			3						
				Understand and Applying global marketing decisions.				2					
				Infer various management concepts for betterment of global marketing					1				
33	22MB61M4	Advt& Sales Promotion	3-0-0-0	Understand the basic concepts of Advertising and analyze the strengths, weaknesses, opportunities and threats (SWOT) of different kinds of advertising media.	2					3			1
				Analyze the design and execution of advertising campaigns						3			
				Understand the basic components of sales promotion and apply the sales promotion campaign related decisions	2					3			
				Analyze the emerging trends in sales promotion techniques						3			
34	22MB61M5	Consumer Behaviour	3-0-0-0	Understand concepts used in the study of consumer behavior.						2	2	3	1
				Apply the knowledge of consumer behavior concepts to analyze changing consumer profiles and factors influencing consumer purchase decision						2	3		
				Apply the knowledge of consumer behaviour to analyse the changing consumer perceptions, attitudes, values and lifestyles and overall behaviour							3		

				Create better marketing programs and strategies basing on the knowledge of consumer behavior.				2					
35	22MB61M6	Digital Marketing	3-0-0-0	Outline the key concepts of digital marketing	2								2
				Apply the SEO to a website	2					3			
				Use the key PPC concepts to draw visitors to a business's websites	2					3			
				Use Campaign Management to manage the marketing concepts	2								
36	22MB62M7	Services Marketing	3-0-0-0	Implement the best practices of the Services Marketing	3			2					1
				Apply the marketing mix elements of services for designing proper marketing strategy	3		1						
				Analyze the gaps between service provider and consumer and Perform lifelong learning and professional development to enrich the services marketing strategies	2					1			
				Analyze, interpret and solve problems in service Recovery	2			2					
37	22MB62M8	Customer relationship Management	3-0-0-0	Understand the concept of CRM, the benefits delivered by CRM, the contexts in which it is used, the technologies that are deployed and how it can be implemented.	1								1
				Analyze CRM practices for competitive advantage of organization			3						
				Implement data mining tools and techniques in the organization			2						
				Gets the ability to analyze customer relationship management strategies by understanding customers' Preferences for the long-term sustainability of the				1					

				Organizations.									
38	22MB62M9	Rural & Agricultural Marketing	3-0-0-0	Explore the various facets of rural marketing, Understand rural markets potential and develop an insight into rural marketing regarding different concepts and basic practices in this area.	2				1				1
				Understand the challenges and opportunities in the field of rural marketing for the budding managers and also expose the students to the rural market environment and the emerging challenges in the globalization of the economies	2	1							
				To adapt the students with the appropriate concepts and techniques in of Rural marketing mix.	2								
				Be able to understand the role and importance of communication in Rural and agricultural marketing	2								
39	22MB62M10	Event & Entertainment Management	3-0-0-0	To understand the concept & significance of event tourism and event management	2								1
				To understand the various dimensions of event and entertainment services & their impact	2	2							
				To comprehend the linkages of event tourism industry.		2		3					
				Apply appropriate strategy for the marketing of event and entertainment services to core levels of customer satisfaction.				3					
40	22MB62M11	Sales & Promotion Management	3-0-0-0	Understand basic concepts of sales management	2								
				Understand the management sales personnel in selling field and develop ability to apply and control sales related activities.				2		3			

				Understand the basic components of sales promotion and apply the sales promotion campaign related decisions	2			2					
				Analyze the techniques of sales promotion				2		3			
41	22MB62M12	Logistics & Supply Chain Management	3-0-0-0	The Student gains knowledge on key concepts applied in logistics and supply chain management.	2								
				Students will be able to understand the importance of all the supply chain related activities and understand certain concepts such as inbound and outbound logistics, offshore and inshore logistics.	2								
				The students can develop analytical skills and critical understanding for planning, designing the operational facilities of supply chain.			2						
				The students are equipped with effective application capabilities in understanding the conceptual framework of real business situations around the world.						3			
42	22MB61F1	Wealth Management	3-0-0-0	Understand an overview of various aspects related to wealth management	3								2
				Explore the relevance and importance of insurance in wealth management			1						
				Acquaint the learners with issues related to taxation in wealth management				2					
				Understand various components of retirement planning				2					
43	22MB61F2	Financial Markets and Services	3-0-0-0	Understand the role and function of the financial system in reference to the macro economy.						2		1	
				Demonstrate an awareness of the current structure		2			1				

				and regulation of the Indian financial services sector.										
				Evaluate and create strategies to promote financial products and services.						2	3			
				Describe the impact that financial innovation, advances in technology, and changes in regulations has had on the structure of the financial firms/industry.		2								
44	22MB61F3	Security Analysis and Portfolio Management	2-1-0-0	Explore different avenues of investment.		3			1				1	
				Demonstrate with the knowledge of security analysis.		3				1				
				Apply the concept of portfolio management for the better investment.			1							
				Analyse the Invest in less risk and more return securities.								1		
45	22MB61F4	Behavioral finance	3-0-0-0	To Examine how the insights of behavioral finance theories shed light on the behavior of individual investors		1							1	
				To examine finance professionals in investment decision-making and corporate financial decision-making.			2							
				To explore the possibility to improve investment performance and corporate performance by recognizing the cognitive biases and applying appropriate 'debasing' techniques.			2							
				To investigate the implications of behavioral finance for the construction of good corporate governance mechanism				2						
46	22MB62F5	Strategic Financial Management	2-1-0-0	Acquaint the students with concepts of Financial management from strategic perspective		2					3		1	

				Understand various Techniques and Models of Strategic Financial Management.	2								
				Apply the Concepts of Strategic Financial Management to measure the value of firm				2					
				Evaluate various cost concepts for business				2					
47	22MB62F6	Financial Risk Management	2-1-0-0	Students will be able to analyze the risks in different financial markets.		3	2					1	
				Acquire the ability to selection of various options and then can apply them to specific markets.		3	2						
				The student will be able to strategically manage the financial derivatives.				2					
				The student will be able to analyze various models in order to take wise decisions for improving their wealth		3		2					
48	22MB62F7	Infrastructure Finance	3-0-0-0	Enlighten the students with the concepts of infrastructure finance, Public Private Partnerships etc.						2			
				Familiarise with the financing methods of infrastructure projects, contractual agreements and risk mitigation of projects	2								
				Apply the tools of project valuation				3					
				Analyse the project viability				3					
49	22MB62F8	International Financial Management	2-1-0-0	To excel in environment of international finance and its implications on international business.		2							
				To perform in the functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting.		3							
				To apply the techniques of reducing risks and to identify risk management strategies.			2						
				To explore the sources of long term finance and design financial strategies and to integrate				2					

50	22MB62F9	Blockchain Technology	3-0-0-0	To understand e basic concepts and technology used for blockchain		2							1	
				To understand concepts of Bitcoin and their usage			2							
				Apply security features in blockchain technologies				3						
				Implement Ethereum block chain contract.				3						
51	22MB61H1	Talent and Competency Management	3-0-0-0	Understanding the importance of Talent Management in any organization and be ably facing the challenges that may crop up.	1								1	2
				Explain various Talent Management strategies that can be successfully implemented for effective accomplishment of set objectives.		2	3							
				Extend the knowledge on Talent Management to Competency mapping as well and apply them across scenarios.		2	3							
				Relate the learnt concepts on competency to various competency models and thereby ably utilize them in analyzing case studies.			3	1						
52	22MB61H2	Dynamics of Employee Relations	3-0-0-0	Understand the employee relations and its complexities	3	3							1	2
				Make use of knowledge to strengthen relations	3	3								
				Utilize the knowledge for team building	3	3								
				Develop competencies to become effective Relation officer	3	3								
53	22MB61H3	Performance Management & Reward Systems	3-0-0-0	Identifying the purpose of a performance management system		2							1	2
				Outline the process of designing and implementing a performance management system		2								
				Demonstrating competence in various areas employee						2				

				compensation and designing and evaluating compensation plan.										
				Demonstrating knowledge of a variety of pay systems including job and performance based pay; knowledge and skill based pay; team based pay and executive pay.						2				
54	22MB61H4	Labour Legislation	3-0-0-0	Understand the changing Labor legislation in India	2								1	2
				Interpret legal aspects of Employee Compensation.		2	3							
				Handle Industrial disputes in Indian organizations.		2	3							
				Implement legal aspects of employee benefits	2		3							
55	22MB61H5	Human Resource Planning	3-0-0-0	Understand basic concepts of human resource planning and job analysis	1	1							1	2
				Apply different models of human resource forecasting models					2					
				Apply different models of human resource supply and understand succession management					2					
				Learn contemporary topics in human resource planning			1	1						
56	22MB62H6	International Human Resource Management	3-0-0-0	Understanding internationalization of HRM and its future	3								1	2
				Understanding Global HR Practices	3									
				Analyzing the policy and practice aspects of International Human Resources						1				
				Ability to train and develop global leaders and expatriates			1							
57	22MB62H7	Organizational Change & Change	3-0-0-0	Understand and explain the concept of organization change.	1	2							1	2

		Management															
				Understanding and explaining the change management process.		2		2									
				Analyzing the role of change agents			2	3									
				Analyzing the key considerations and issues in a changing future			2	2									
58	22MB62H8	Strategic Human Resource Management	3-0-0-0	Ability to integrate HR with the business strategy	1										1	2	
				Scientific training of HR Planning practices		2											
				Competency to enhance employee development		2											
				Rational ability to manage performance strategically and Competency to implement global HR practices		2											
59	22MB62H9	Compensation Management	3-0-0-0	Recognize how pay decisions help the organization achieve a competitive advantage.	2										1	2	
				Analyze, integrate, and apply the knowledge to solve compensation related problems in organizations.	2												
				Demonstrate comprehension by constructing a compensation system encompassing; 1) internal consistency, 2) external competitiveness 3) employee contributions, 4) organizational benefit systems, and 5) administration issues.				3									
				Design rational and contemporary compensation systems in modern organizations.				3									
60	22MB62H10	Training & Development	3-0-0-0	Understand basic concepts associated with learning process, learning theories, training and development;					2	3					1	2	
				Understand training needs, identification of training needs, training processes, training methods, and evaluation of training;						3							

				Emerging trends in training and development; and					2			
				Relevance and usefulness of training expertise in the organizational work environment.					2			
61	22MB62H11	Conflict Management & Negotiation	3-0-0-0	Understand basic concepts of Conflict Management	1						1	2
				Learning and applying conflict management design and resolution methods.			1					
				Apply concepts and process of Negotiations.					2			
				Learning and Understand International and Cross-Cultural Negotiation						2		
62	22MB61U1	Introduction to Advanced Technologies	2-0-2-0	Able to Understand and apply the DBMS and the associated concepts.	3						3	2
				Able to Understand and apply SQL and the associated concepts.	3						3	
				Able to Understand and apply the PYTHON and the associated concepts.	3						3	
				Application of Integration of Python with SQL for various management situations	3						3	
63	22MB61U2	Data Visualization using Tableau	2-0-2-0	Able to Understand and apply the Data Visualization for simple calculations.	3						3	2
				Able to Understand and apply the Data Visualization for Sorting, filtering by importing from different data sources.	3						3	
				Able to Understand and apply the Data Visualization for different types of data	3						3	
				Able to apply the Data Visualization for various management situations.	3						3	

64	22MB61U3	Econometrics with Business Applications using R	2-0-2-0	Understand Econometric Methodology		1	1							2
				Model Business Problems with Econometrics				1		2				
				Apply Econometric Models to Business					2	2				
				Draw Conclusions and Decision Making					2		3			
65	22MB61U4	Data Warehousing & Data Mining	2-0-2-0	Able to Understand the Data Warehouse Architecture, Data Warehouse Components.	3						3			2
				Able to Understand the Data Mining and their associated concepts	3						1			
				Able to apply the statistical concepts associated with Data Warehousing and Mining	2						3			
				Able to Understand Clustering and their associated concepts	3						1			
66	22MB61U5	Advanced Business Analytics	2-0-2-0	Ability to clean, shape and structure data			2	3						2
				Extract Information from data					2	2	3			
				Build Models and Implement them on data					2		3			
				Apply supervised learning algorithms						2	3			
67	22MB61U6	Advanced Excel	2-0-2-0	Understand the basic concepts of EXCEL and able to apply various functions.	3						3			2
				Able to apply the various advanced functions of EXCEL using Data Analysis Tool Pack	3						3			

				Able to apply the financial functions for analyzing the financial performance.	3							3		
				Application of EXCEL Functions in Project Analysis	3							3		
68	22MB61U7	People Analytics	2-0-2-0	Understand the transformation of Business Analytics to People Analytics.	3		1						1	2
				Application of Analytics in Talent acquisition and engagement.	3	2								
				Assess Performance management using analytics.	3	2								
				Understand the application of big data in people analytics.	3	2								
69	22MB62U8	Business Analytics in Marketing	2-0-2-0	To Understand the application of R for Marketing Data	3							3		2
				To examine the Product and Sales Performance of a firm	3							3		
				To Analyze the effectiveness of pricing Strategies adopted by retailers	3							3		
				To Analyze the impact of location, promotion strategies and Other areas of Marketing.	3							3		
70	22MB62U9	Business Analytics in Finance	2-0-2-0	To analyse the time series data using R			3					3		2
				To predict the stock market movements using Technical Analysis in R			3					3		
				To analyse portfolio optimization models and the pricing of fixed income securities using R			3					3		
				To analyse credit Risk Modelling using Logistic Regression in R			3					3		

71	22MB62U10	Big Data Analysis and Its Application	2-0-2-0	Able to Understand R in association with Hadoop.	3							3	2
				Able to Understand and apply Hadoop and the associated concepts.	3							3	
				Able to Understand and apply the data analytics and the associated concepts.	3							3	
				Application of Hadoop for various management situations	3							3	
72	22MB62U11	Machine Learning with Business Applications (with R and Python)	2-0-2-0	To acquire basic ideas and intuitions behind modern machine learning methods	2	3							
				Developing Machine Learning Algorithms	2	3							
				Executing the ML algorithms using R and Python	2	3							
				A formal understanding of how, when and why machine learning methods can be applied to solve business problems	2	3							
73	22MB61B0	Overview of Banking	3-0-0-0	Understand the Indian financial Services	2							3	1
				Understand the role of central Bank and commercial banks	2								
				Analyse credit appraisal mechanism and regulatory system of Indian banking Industry						2			
				Analyse the functioning of various banks						2			

74	22MB62B1	Banking Service Operations	3-0-0-0	Understand nature of Banking service operations and role of technology in banking		2													3
				Analyse e-banking mechanism		2													
				Ascertain Service Quality Metrics and CRM Practices								2							
				Evaluate risk management strategies								2							
75	22MB61R0	Overview of Retailing	3-0-0-0	Excel in the functions of a retailer. Student will be aware of the role of a retailer in global economy, career opportunities in retail, retail theories and various retail formats.	2							3							1
				Gain practical expertise in designing of retail marketing strategies including Retail communication mix and pricing strategies. Further he/she can able to understand role of consumer in retail environment and various factors influencing consumer behavior.	2														
				Apply HR programs and identify initiatives to improve operations and Employee retentions								2							
				Understand measures of financial performance including strategic profit model								3							
76	22MB62R1	Management of Retail Operations	3-0-0-0	Understand the factors influencing store location and location strategies including store layout and space planning.	3	2													3
				Understand store environment, the roles and responsibilities of a store manager and build strategies to enhance the store loyalty.	3														
				Source, plan and procure merchandise for a retail organization and also able to analyze		2													
				Implement trends and practices of supply chain management in retail.	3														

77	22MB61D0	Overview of Healthcare Management	3-0-0-0	Understand basics of Healthcare Sector	2								1
				Analyze the role of clinical and diagnostic services	2								
				Evaluate the impact of hospital operations management						2			
				Evaluate the components and process of maintaining medical record						2			
78	22MB62D1	Management of Healthcare Operations	3-0-0-0	Implement the best practices of the health care Services						3			3
				Apply knowledge of financial management techniques in the corporate hospitals						3			
				Analyze, interpret and solve HR related issues in the hospitals						3			
				Perform lifelong learning and professional development to enrich the professionalism by learning production functions and store						3			
79	22MB61I0	IT Enabled Services	3-0-0-0	Understand the basic concepts of IT enabled services in India	1					3			1
				Understand the networking communication systems		1							
				Understand the other Emerging verticals in outsourcing						3			
				Understand Disaster Recovery Strategies and HR and Quality Issues in IT Enabled Services						3			
80	22MB62I1	Marketing of Software Solutions (Pre-	3-0-0-0	Understand Product and Services based Software Solutions.	1					3			3

		requisite: Project Management)												
				Understand Key Concepts of IT solutions.		1								
				Understand Strategies for planning and management of software related issues						3				
				Understand Management of investment, budget , quality and performance issues						3				
81	22MB61P0	Pharmaceutical Marketing Management	3-0-0-0	Apply key marketing concepts, theories and techniques for analysing a variety of marketing situations in pharmaceutical Industry.		3				1				1
				Implement marketing planning for STP, product related strategies for Pharmaceutical products		2								
				Impart the implications for marketing strategy determination and implementation of price, distribution and promotion.						2				
				Impart the implications for marketing strategy determination and implementation of promotion strategies						2				
82	22MB62P1	Advanced Pharmaceutical Marketing Management	3-0-0-0	Apply advanced marketing practices to physicians in pharmaceutical industry.		2				2				3
				Apply advanced marketing practices to Patients in pharmaceutical industry.		2								
				Identify the demand for pharmaceutical products based on marketing research						2				
				Understand Ethical considerations in the marketing of pharmaceutical Products.						2				

83	22MB61G0	Overview of Agriculture & Rural Sectors in India	3-0-0-0	Understand and explain the concepts of agriculture and rural sectors	2													1
				Evaluate the contribution of Agriculture and Rural sectors for the development of Indian economy	2													
				Apply the knowledge of developmental theories to discuss the degree of development								2						
				Identify the determinants of rural development in India								2						
84	22MB62G1	Management of Agricultural & Rural Development in India	3-0-0-0	Understand and explain the important areas of management for the development of Agricultural sector in India		2												3
				Understand and explain the important areas of management for the development of Rural sector in India		2												
				Apply the knowledge of managerial function like planning, organizing, controlling to discuss the management model for the development of agriculture and rural sector				2										
				Evaluate the role of Government in Agriculture and Rural development				2										

CHAPTER 14: MBA PROGRAMME - SYLLABUS

Applied Quantitative Methods for Business Management (AQM)

COURSE CODE	22MB5101	MODE	Regular	LTPS	2-1-0-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Application of Probability, Probability Distributions and R-Programming in managerial Decision Making.	3	PO I, PO6
CO2	Analyzing the sample data by applying sampling and hypothesis testing in solving various managerial Problems.	4	PO I, PO6
CO3	Analysing data using Correlation and Regression Concepts.	4	PO I, PO6
CO4	Analysing different managerial data sets using Time series and Index Numbers	4	PO I, PO6

Syllabus

Module 1	Probability and Sampling: Definitions and rules for probability, conditional probability independence of events, Bayes' theorem, and random variables. Probability distributions: Binomial, Poisson and Normal distributions. Introduction to R Programming
Module 2	Sampling: Introduction to sampling, Basic Concepts, Types of Sampling. Sampling distributions, sampling distribution of mean and proportion, application of Central Limit Theorem. Determining the sample size. Estimation: Point and Interval estimates for population parameters of large sample and small samples. Hypothesis testing: one sample and two sample tests for means and proportions of large samples (z-test), one sample and two sample tests for means of small samples (t-test), F-test for two sample standard deviations. ANOVA one and two way. Chi-square test for single sample standard deviation. Chi-square tests for independence of attributes and goodness of fit. Sign test and Rank Test
Module 3	Correlation and Regression: Meaning, Types of Correlation, measurement: graphic and algebraic, Scatter Plot, Pearson Correlation Coefficient, Rank Correlation: Spearman's Rank Correlation. Testing the significance of correlation coefficient. Regression: Meaning, Types. Estimating the regression coefficients. Testing the significance of regression coefficients.
Module 4	Index Numbers and Time Series Analysis: Time series analysis: Meaning and Components of Time Series. Variations in time series, Smoothing Methods: trend analysis, cyclical variations, seasonal variations and irregular variations. Index Numbers: Unweight and Weighted Index numbers

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Statistics for Management.	Levin R.I. and Rubin D.S	Pearson Education	8 th edn
2	Business Statistics for Contemporary Decision Making	Ken Black	Wiley Publishers	6 th edn
3	Statistics for Business and Economics	Anderson, Sweeny, Williams	South-Western Pub	2005
4	Introduction to R Programming	Venables, W.N	CRAN	

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Analytics Professional (CAP)	NFORMS	Y	Proctored	NFORMS	https://www.informs.org/certification-and-recognition/certified-analytics-professional .
2	Data Analyst Associate	Microsoft	Y	Proctored	SAS	https://www.microsoft.com/en-us/learning/data-analyst-associate-certification.aspx

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	R Programming	CRAN	Open Source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment and Textbook	10	
In-Sem Summative	Semester in Exam-I	20	40
	Semester in Exam-II	20	
End-Sem Summative	End Semester Exam	40	40
	Total		100

Business Research Methodology (BRM)

Business Research Methodology <(BRM)>

COURSE CODE	22MB5209	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	AQM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand Social science research processes to identify business problems.	2	PO1
CO2	Independently apply the research process to business problems.	3	PO4
CO3	Developing a suitable research instrument for the identified business problem	4	PO5
CO4	Analysing the data for suitable suggestions	4	PO5

Syllabus

Module 1	Introduction: Definition and Objectives of Research-Types of Business Research- Research Process-Defining research problem and Sources of Research Problem, review of the literature.
Module 2	Identifying the variable, Developing the conceptual framework- hypothesis formulation, Research questions -Framing the objectives, Research Design-Types- Sampling designs: Concepts, types and their applicability. Sampling Process-
Module 3	Scaling Methods and Scaling of Techniques: Turnstone, Likert, and semantic differentials. Methods of collection of Primary data and secondary data: Observation Method Interview method, Questionnaire design, periodicals and newspapers, Characteristics of good questionnaire/schedule-Pilot Study-Reliability and validity of data
Module 4	Data processing: Editing, Coding, and Tabulation of data. Data analysis, interpretation , and forecasting: meaning of data analysis and its types-descriptive and inferential statistics. And predictive statistics. Report Writing: Significance of report writing, Types of reports, Steps in report writing, Layout of the research report, Mechanics of report writing, precautions in research reporting.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Business research methods	William Zikmund, Babincarr	Cengage	13 th
2	Gaur, Statistical Methods for Practice and Research, ,	Bhandarkar & Wilkinson	Sage Publication	2009
3	Methodology and Techniques of Social Research,	Dipak Kumar. Bhattacharya	Himalaya,	2004
4	Research Methodology, Excel books			2009.
5	Research Methodology - Methods & Techniques	C.R Kothari	VishwaPrakashan,	2009

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Professional Research Certification (PRC)	Marketing Research Association (MRA):	N		Marketing Research Association (MRA)	https://www.market-research-experts.com/wp/tag/prc/
2	Certified Market Research Analyst	International Institute of Market Research and Analytics (IIMRA)	N		International Institute of Market Research and Analytics (IIMRA)	https://iimra.com/about-iimra/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In Sem Formative	Mini Project	20	20
In-Sem Summative	Sem in I	20	40
	Sem in II	20	
End-Sem Summative	Sem end	40	40
	Total		100

LOGIC BUILDING & REASONING SKILLS FOR MANAGERS><(LBRS)>

COURSE CODE	22SDMB01	MODE	Regular	LTPS	0-0-0-8	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Apply the concepts of mathematical principles besides logic and basic mathematical formulae to solve word based situational challenges.	2	2
CO2	Formulate the particulars of commercial math with logical tricks.	2	3
CO3	Estimate inductive reasoning, to categorize the rules-set from a given list of observations and relate them to predict the conclusions according to the given conditions.	2	3
CO4	Differentiate assumptions and arguments in critical reasoning.	2	2

Syllabus

Module 1	Numbers- Divisibility Rules, Units Digit, Remainders, LCM & HCF, Simplification, Square roots & Cube Roots, Decimals & Fractions, Problems On Ages, Ratio & Proportion, Partnership, Averages & Alligations.
Module 2	Percentages, Profit & Loss, Simple & Compound Interest, Time & work, Problems on Pipes, Speed, Distance & Time, Problems on Trains, Boats & Streams, Data Interpretation.
Module 3	Clocks, Calendars, Number & Letter Series and Analogy, Coding-Decoding, Odd Man Out, Blood Relations, Direction Sense, Puzzle Test. Syllogisms, Cubes, Cuboids & Dices,
Module 4	Logical Venn Diagrams, Number, ranking and time sequence test, Data Sufficiency, Statement & Conclusions, Statements & Assumption

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Logical Reasoning	Arun Sharma	McGraw Hill	
2	Quantitative Aptitude Quantum CAT	Sarvesh K Verma	Arihant Publications	
3	Quantitative Aptitude for CAT	Arun Sharma	Mc Graw Hill Education	
4	Analytical & Logical Reasoning	Peeyush Bhardwaj	Arihant Publications	
5	Quantitative Aptitude	R.S. Agarwal	SCHAND Publications	
6	A Modern Approach to Verbal Reasoning	R.S. Agarwal	SCHAND Publications	

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1						
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative			
In-Sem Summative			
End-Sem Summative			

PROFESSIONAL SKILLS FOR MANAGERS (PSM)

COURSE CODE	22UC2107	MODE		LTPS	0-0-4-0	PRE-REQUISITE	PMOB
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Students are able to recollect the usage of Tenses, Voice, and Reported Speech and practice them in class through activities and tests related to these topics. students can identify errors in given sentences by using strategies and techniques. students are able to select appropriate words and fill in the blanks in sentence completion questions. They are able to arrange sentences in an appropriate order which will be given in disorder.	3	PO5,PSO2
CO2	Would be able to understand the importance of managing time and working with team spirit 2. would be able to understand the various techniques for managing stress and becoming an effective leader.	3	PSO1,PO2
CO3	Students are able to write a paragraph according to the context or requirement. students are able to understand how to speak from the script as well product and process descriptions.	3	PO6,PSO2
CO4	Understand the importance and merits of empathy and assertiveness 2. to understand and prepare an effective CV	3	PO5,PSO2

Syllabus

Module 1	Introduction of the course, Tenses, Active Voice and Passive Voice, Reported Speech, Spotting Errors, Sentence Completion,
Module 2	Introduction of the course, Character vs Personality, Assertiveness, Building Confidence, Attitude, SWOT
Module 3	Critical Reading, Paragraph writing, Process Description, Product Description, Speaking from the script, and Report writing
Module 4	Goal Setting, Time management, Presentation skills, Group Discussion, Leadership, problem-solving, and decision making

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Objective English 2 nd edition	ShowarickThrope,	Pearson	August 01 , 2013
2	Interactive Grammar and Writing skills	Sheth	Sheth	January2022
3	Advanced writing skills	D.S. Paul	Goodwill	25 th Dec 2022
4	Soft skills Training: A workbook to develop Skills for Employment	Frederick H.Wentz	Career Publications	1 st November 2017
5	Personality Development and Soft skills tomorrow	ShikhaKapoor	Dreamtech Press	1 st January 2020

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Self-Study English Course	British Counsel	Yes	Online	British Council	https://learnenglish.britishcouncil.org/online-courses/self-study
2	B2 Business	Cambridg	Yes	Online	Cambr	https://www.cambridgeenglish.org

	Vantage	e			idge	/exams-and-tests/business-vantage/
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Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	C1 Advanced Level	British Council	Open source/Commercial
2	B2	Cambridge	Commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	Lab weekly exercise	12.5	
	Quiz	12.5	25
In-Sem Summative	Semester in Exam-I	17.5	
	Semester In Exam-II	17.5	35
End-Sem Summative	End semester exam online MCQ	40	40

Sessions Topic Percentile weightage

1 – 4

Concepts of Communications: Definition, Objectives of Communication, Characteristics of Communication, Process of Communication, Forms of communication, Roles of a Manager, Communication Roadblocks and Overcoming them, Overcoming Communication Barriers, Effectiveness in Managerial Communication

Case Study: - Goodwill Corporation Ltd. 10%

5 – 9 Role of Verbal & Non-verbal Symbols in communication : Forms of Nonverbal Communication, Interpreting Non-verbal messages, Tips for effective use of non-verbal Communication

Case Study:- Charisma Corporation 10% 10 – 14

Listening: Definition, Anatomy of poor Listening, Features of a good Listener, Meaning of EL, Types of Listening skills, strategies, Barriers to effective Listening. Spoken Communication : Oral Presentation: Planning presentation, Delivering presentation, Developing & displaying visual aids, Handling questions from the audience , Telephone, Teleconferencing, Challenges and etiquette 10% Case Study:- The Farewell Speech

15 – 19 Group Discussion & Interviews :Methodology of Group, Role Functions in Group Discussions, From of Group, Characteristics of Effective Groups, Group Decision –Making , Group Conflict, Types of Non-functional Behavior, Fundamental principles of Interviewing, Types of Interviewing

Questions, Important Non-Verbal Aspects, Types of Interviews, Style of Interviewing. Mock Interviews, Introduction, Greetings and Art of Conversation, Dressing and Grooming, Norms of Business Dressing.

Case Study:- Career Counseling 10%

20 – 23 Meetings: Ways and Means of conducting meeting effectively, Planning a Meeting, Meeting Process, How to Lead Effective Meeting, Evaluating Meeting, Writing Agenda and Minutes of meetings , Web Conferencing

Case Study:- A Special Meeting of the Executive Committee 5%

24 – 30 Forms of Communication in Written mode: Written Business Communication, Basic Principles, Tips for effective writing, The Seven Cs of Letter writing, Planning steps for effective writing , Persuasive written messages , Writing Business Reports (Short & Long), Kinds of Business Letters, Tone of writing, inquiries, orders & replying to them, sales letters, Job application Letters, Writing Effective Memos, Format and Principles of writing Memos.

Case Study:- Missing Briefcase 15%

31 – 33 Job applications & Resume: Identifying potential career opportunities, Planning a Targeted Resume, Preparing Resumes, Supplementing a Resume, Composing Application Messages 5% 34 – 39 Writing E-mail, Business Reports, Business Proposals :Effective E-mail, E-mail Etiquettes, Writing Business Reports and Proposals, Purpose of Business Reports, Parts of Report, Format of Business Proposals, Practice for Writing Business Reports. 20%

40 – 50 Practical work Analysis: Project presentations 15%

Text Book: 1. Basic business Communication, Raymond V. Lesikar& M. E. Flatley, TMH

2. Cases will be provided from Meenakshi Raman and Prakash Singh, Business Communication, Oxford University Press Reference

Books: 1. B. Com (Business Communication), Lehman, Cengage

2. Business Communication Today, Bovee, Thill&Schatzman, Prentice Hall

3. Effective Business Communication, Murphy, Hildebrandt & Thomas, TMH

4. Business Communication Strategies, Monipally, TMH

5. Essentials of Business Communication, Mary Ellen Guffey, South-Western Educational

6. Business Communication AshaKaul Prentice Hall of India

7. Professional Communication ArunaKoneru Tata McGraw-Hill

<Design Thinking and Innovation><(DTI)>

COURSE CODE	23UC1203	MODE	R	LTPS	0-0-4-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO/PSO Mapping
CO1	Understand the importance of Design thinking mindset for identifying contextualized problems	2	PO2, PO6
CO2	Analyze the problem statement by empathizing with user	4	PO3, PO7
CO3	Develop ideation and test the prototypes made	3	PO5, PO7
CO4	Explore the fundamentals of entrepreneurship skills for transforming the challenge into an opportunity	2	PO5, PO8

Syllabus

Module 1	<p>Introduction to Design Thinking and Innovation</p> <ul style="list-style-type: none"> Introduction to design thinking and its principles Learning, listening, observation, dialogue, and reading in the context of design thinking Design definitions and stories: desirability, feasibility, viability, mystery, heuristics, algorithm, requirements, patterns, connect, blind spots Laws of Design Thinking: less is more, last 2% equals 200%, theory of prioritization Design mind: definitions, 5 forces of growth (SEPIA), 5 frictional forces (DCAFE), 3 capacity levers (VAL)
Module 2	<p>Design Thinking Process</p> <ul style="list-style-type: none"> Overview of the design thinking process Design thinking for contextualized problem-solving Incorporating sustainable development goals into design thinking Design framework (LO) Empathy research: understanding user needs and perspectives Persona development: creating user profiles Customer journey mapping: visualizing user experiences Define phase: asking the right questions and problem statement formulation
Module 3	<p>Ideation and Prototyping</p> <ul style="list-style-type: none"> Ideation techniques: brainstorming and generating creative ideas Identifying patterns and anti-patterns in ideation Evaluation of ideas using different criteria (10/100/1000 gm) Prototyping and testing: translating ideas into tangible prototypes

Module 4	<p>Entrepreneurial Innovation</p> <ul style="list-style-type: none"> • Introduction to innovation management • Basics of business models and their role in innovation • Financial estimation for innovation projects • Pitch decks: creating persuasive presentations for innovation • Considerations for intellectual property rights (IPR) in innovation
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Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Design Thinking in Classroom	David Lee	Ulysses Press	2018
2	The Art of Innovation Lessons in Creativity from IDEO	Tom Kelley	IDEO	2001
3	The Design Thinking <i>Play Book</i>	Michael Lewrick, Patrick Link & Larry Leifer	Wiley Press	2018
4	Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation	Tim Brown	Harper Business	2009
5	Unmukt-Science and Art of Design Thinking	Arun Jain	Arun Jain and School of Design Thinking	2019

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Design Thinking Professional (CDTP)	Global innovative Institute	Y	Written	Global innovative Institute	https://www.gini.org/cdtp
2	Design Thinking for Innovation	University of Virginia	Y	Online	Coursera	https://www.coursera.org/learn/uva-darden-design-thinking-innovation
3	IBM Enterprise Design thinking	IBM	N	Online	IBM	https://www.ibm.com/design/thinking/page/courses/Practitioner

Tools used in Practical / Skill:

SI No	Tool Name	Parent Industry	Open Source/ Commercial
	NA		

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	Active Participation(Breakout Activities)	10	60
	Continuous Evaluation Project (Work in Progress)	30	
	Quiz	20	
End-Sem Summative	SEM-End Project	40	40

PRINCIPLES OF MANAGEMENT AND ORGANISATIONAL BEHAVIOUR (PMOB)

COURSE CODE	22MB5102	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	NIL
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Apply the concepts, principles and functions of management and planning process to develop plans and improve organizational performance, apply organizing concepts in designing organizational structures	3	PO1
CO2	Apply the knowledge of Personality, Perceptions and Values to manage the individuals in the organizations.	3	PO2
CO3	Apply the knowledge of Learning, Motivation and Attitudes to manage the individuals in the organizations.	3	PO6
CO4	Apply the knowledge of group/organizational behavior of the people to manage the teams in the organization.	3	PO5

Syllabus

Module 1	Introduction to management- Importance of Management, Evolution of Management Thought, Principles of Management, Management Process/Functions. Planning-types, Steps in Planning, Organizing and staffing: Introduction, Organizational division and span of control, Types of Departmentation, staffing function, controlling – types of control and process
Module 2	Organizational Behaviour– Introduction - Evolution of OB. Importance of Organizational Behaviour, Interpersonal relations – Transactional Analysis – Johari Window, Foundations of Individual Behaviour: Personality- Personality determinants; Psycho-Analytic Theory - Personality traits: MBTI – The Big Five Model,–Values – Types of Values; Perception- Perceptual process; Factors influencing Perception; perceptual distortion
Module 3	Motivation - Theories of Motivation – Hierarchy Needs Theory – Two-Factor Theory; Applications of Motivation; Attitudes– Source of attitudes; Types of Attitudes, Cognitive Dissonance theory. Learning- Theories of learning; Principles of learning.
Module 4	Foundations of Group Behaviour: Groups – Nature of groups; Types of groups; Stages of Group Development; Group Cohesiveness; Leadership – Nature- Leadership Styles; leadership theories – trait theory, behavioural and situational theories. Conflict Management – techniques, Organizational Change Management: Forces for change; Resistance to change; Approaches to Managing Organizational Change; Organizational Development – Techniques of organizational development.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	“Essentials of Management”, 11th Edition	Harold Koontz, Heinz Wehrich, Mark V. Cannice,	Mc Graw Hill	2020
2	“Organizational Behaviour”, 18th Edition	Stephen P. Robbins, Timothy A. Judge, Neharika Vohra	Pearson	2018

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proc to red (Y/N)	For mat of the Exam	Ex a m P r o v i d e r	URL of the Certification
1	Google Project Management (PT) Professional Certificate	Googl e	Y es	On lin e Obj ect ive	C o u r s e r a	https://www.coursera.org/professional-certificates/google-project-management#about
2	Leadership Skills	IIM A	Y es	Onl ine	C o u r s e r a	https://www.coursera.org/learn/leadershipskills?utm_source=gg&utm_medium=sem&utm_campaign=B2C_INDIA_leadershipsills_IIMA_FTcof_learn_arte-agency&utm_content=B2C&campaignid=20041645334&adgroupid=145318195901&device=c&keyword=leadership%20skills%20training&matchtype=b&network=g&devicemodel=&adposition=&creativeid=656558683634&hide_mobile_promo&gclid=Cj0KQCjw7uSkBhDGARIsAMCZNjv7HnQ3g967i1iTcwQhwK3ngjKsQXJpADclGGNKmpszKGmEyZpcv3AaAmHZEALw_wcB#syllabus

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Microsoft Planner	Microsoft 365 platform	The application is available to premium, business, and educational subscribers to Microsoft 365.
2			

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Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem	ALM	10	
Formative	Home Assignment	10	20
In-Sem	Sem in Examination I	20	
Summative	Sem in Examination II	20	40
End-Sem	Sem End Examination	40	40
Summative			

Business Economics (BE)

COURSE CODE	22MB5103	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Apply the intuition for analyzing economic problems from a Managerial perspective in an organizational & business context. use the basic tools that structure the microeconomic problems for optimal decision making.	3	2
CO2	Analyze the theory of demand, forecast and estimation of demand for managerial decision-making.	4	2
CO3	Analyze different types of competition that existing external Environment.	4	3
CO4	Analyze the Macro Economic Environment of the Organization	4	4

Syllabus

Module 1	Introduction: Economics and managerial decision making; Managerial Economics, nature and scope of Managerial Economics; Tools of Managerial Economics; Risk, Uncertainty and Probability Analysis. Optimization techniques: Firm Theory: Objectives of the firm; Theory of the growth of the firm : Marris and Penrose; Role of a Managerial Economist.
Module 2	Demand and Advertisement Analysis: Concept of demand; Determinants of demand, Law of Demand; Elasticity of demand; Demand estimation and demand forecasting, Demand forecasting for consumer durables and capital goods. Techniques of demand forecasting. Advertising– Contribution of Economic Theory: Methods of determining Total advertising budget; Cyclical Fluctuations of Advertising, Measuring the Economic Effects of Advertising.
Module 3	Production and Cost Analysis: Production functions, Long Run and Short Run Production Functions, The Cobb- Douglas Production function, Optimum input combination; Cost concepts, Short- run and Long- run cost functions, Cost curves, Economies of Scale; Introduction to pricing and pricing practices. Market analysis: Markets, Kinds of Competition; Features of different types of market structures, Price & Output determination under Perfect competition, Monopoly, Monopolistic competition, Oligopoly; Monopoly Policy –MRTP,
Module 4	Macro economic concepts: National Income, Measurement of National Income, Uses of National Income Statistics; Business Cycles, Stages of business cycles; Inflation, Types of Inflation, Impact of inflation, Measures to over come Inflation.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Managerial Economics	Dominick Salvatore	Oxford publications	2007.
2	Managerial Economics	H.L.Ahuja	McGraw Hill	2008
3	Managerial Economics	Paul G.Keat, Philip K.Y.Young and Sreejata Banerjee	Pearson education	2009
4	Managerial Economics	P.L. Mehta	S.Chand& Sons	2007

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Business Economist	National Association for Business Economics (NABE)	Y	MCQ s	National Association for Business Economics (NABE)	https://www.nabe.com/
2	Chartered Financial Analyst	CFA Institute	Y	MCQ s	CFA Institute	https://www.cfainstitute.org/en/research/multimedia/2017/the-behavioral-financial-analyst

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Excel	Excel	Open source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment	10	
In-Sem Summative	In Sem I	20	40
	In Sem II	20	
End-Sem Summative	SEMEND EXAM	40	40
	Total		100

Financial and Management Accounting (FMA)

COURSE CODE	22MB5104	MODE	Regular	LTPS	2-1-0-0	PRE-REQUISITE	NIL
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	To understand the accounting process in business.	2	1
CO2	To gain a knowledge on the application of concepts and principles in preparing	3	6
CO3	To evaluate the tactical decisions of middle-level managers relating to cost and management accounting	4	1
CO4	Analyze the financial statements and evaluate the decisions for a better investment	4	6

Syllabus

Module 1	Financial Accounting: Accounting: Book keeping – Users of Accounting information – Classification of Accounting – Accounting concepts and conventions – Accounting standards , GAAP and IFRS
Module 2	Double entry system – Journal – Ledger. Trial Balance – Subsidiary Books – Cash Book. Trading and Profit & Loss Account - Balance Sheet with Adjustments (Problems)
Module 3	Methods of Depreciation & Financial Distress; Issue of shares (entries) Companies Financial Accounts as per schedule 6 part I & Part II
Module 4	Management Accounting - Ratio Analysis (problems) ,Budgeting –Types of Budgets Marginal Costing (Problems) – Break-even Analysis (Problems).

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Accounting for Management	S N Maheshwari	Vikas Publishing House	2022
2	Financial & Management Accounting	Horngren, Harrison Jr. Oliver	United States Edition	2011
3	Cost & Management Accounting	Colin Drury	Cengage Publishing	2007
4	Financial Accounting	Libby,	6e Tata McGraw Hill, Delhi.	2023
5	Financial Accounting for Business Managers	Bhattacharyya Asish K	PHI	2016

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Tally ERP 9	Tally Academy Certified Professional	Yes	MCQ's	Tally Academy	Tally Academy :: Tally Certification
2	Tally ERP 9	Tally Academy Certified Accountant	Yes	MCQ's	Tally Academy	Tally Academy :: Tally Certification

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Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Tally	Tally	Open Source
2	EXCEL	Microsoft	Open Source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment	10	
In-Sem Summative	In Sem I	20	40
	In Sem II	20	
End-Sem Summative	SEMEND EXAM	40	40
	Total		100

MARKETING MANAGEMENT (MM)

COURSE CODE	22MB5105	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	NIL
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the key terms, definitions, and concepts used in the study of Marketing Management and understand the changing Marketing Environment	2	2
CO2	Apply the knowledge of marketing concepts to strategize the marketing program regarding product and pricing	3	3
CO3	Apply the knowledge of marketing concepts to strategize the marketing program regarding promotion and distribution	3	3
CO4	Analyze the marketing strategies and evaluate the concepts of social and green and digital marketing strategies of firms on societies	6	2

Syllabus

Module 1	Overview of Marketing: Core concepts of Marketing; Marketing Orientations & Philosophies; Marketing Environment; Buyer Behavior; Marketing Planning Process; Consumer value and satisfaction; Identification and Analysis of Competitors. Market Segmentation, Targeting and Positioning strategies;
Module 2	Marketing Mix; The product; New Product Development; Product Life Cycle; Product Mix decisions; Branding; Packaging and Labeling. Pricing Decisions; Factors influencing Price – five “C”s; Pricing Techniques, Tactics & Strategies;
Module 3	Distribution Decisions; Channel alternatives; Choice of Channel; Channel Management, Channel Dynamics, Managing promotion Mix; Advertising, Personal selling, Sales Promotion and publicity, Integrated Marketing Communication
Module 4	Marketing Control techniques; Marketing Audit; Social Marketing; Green Marketing; Web Marketing, Digital Marketing, Viral Marketing, Neuroscience Marketing

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Marketing Management	V. S. Ramaswamy and S. Namakumari	Prentice Hall	
2	Marketing Management	Kotler and Keller	PHI New Delhi	
3	Marketing Management	Philip Kotler & Gary Armstrong	Prentice Hall	
4	Case Studies in Marketing - Indian context	R. Srinivas	TMH, New Delhi	

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	HubSpot Content Marketing Certification	HubSpot	N		HubSpot	https://academy.hubspot.com/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	HOME ASSIGNMENT AND TEXTBOOK	10	
In-Sem Summative	SEM IN EXAM I	20	40
	SEM IN EXAM II	20	
End-Sem Summative	END SEM EXAM	40	40
	Total		100

Business Environment (Indian & International) (BEV)

COURSE CODE	23MB5106	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the concepts, significance, and nature of the business environment.	2	PO1
CO2	Explain the significance and components of the economic environment of business.	3	PO1
CO3	Analyse the influence of governments on trade and investment, including the impact of cross-national cooperation agreements and tariff and non-tariff barriers.	4	PO4
CO4	Analyse the importance of international institutions such as the World Bank, WTO (World Trade Organization), IMF (International Monetary Fund) in global business	4	PO4
CO5	Examine the implications of the Financial markets on businesses operating in the international market.	4	PO4

Syllabus

Module 1	Business Environment Introduction: Concepts, Significance and Nature of Business Environment; Elements of environment: Internal and External. Techniques of Environmental Scanning and Monitoring.
Module 2	Economic Environment of Business: Significance and Elements of Economic Environment; Economic Systems, Economic Planning in India-Five year plans, NITI AYOJ and its importance; Government Policies: Industrial & licensing Policy, Monetary Policy, Fiscal Policy, Foreign Trade Policy, FEMA, Demonetization.
Module 3	An Overview of Globalization: International Business-Modes of entry. International business environmental factors: The cultural environment; Political Environment & Legal Environment, Govt. influence on trade & investment, Cross national co-operation agreements- Tariff & Non-tariff barriers
Module 4	International Institutions: World Bank, WTO, Agreements in the Uruguay round including TRIPS, TRIMS and GATS – disputes settlement mechanism, IMF, Regional Blocks
Module 5	Financial Markets- Objectives, Introduction, Role of Foreign Capital, FDI and Developing Countries. Trends in FDI Flows, FDI Policy, FII, Stock Markets, SEBI, its rules and regulations, Stock Exchange, Functions of Stock Exchanges, Primary and Secondary markets, Foreign Exchange Management Act, Social Responsibilities and Ethics in Business.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Business Environment Text and Cases	Justin Paul	3e, TMH	
2	International Business	Charles W Hill	McGraw-Hill, NewDelhi.	2012

3	Business Environment	Shaik Saleem	2E, Pearson	2011
4	Economic Environment of Business	Misra S. K &Puri V. K	6E, Himalaya publishing house,	2010
5	International Business	Justin & Paul	Prentice Hall, New Delhi	2005

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	International Business Environment	Coursera	N	MCQs and Assignments	Coursera	https://www.coursera.org/learn/global-business-environment

Tools used in Practical / Skill:NIL

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment	10	
In-Sem Summative	In Sem I	20	40
	In Sem II	20	
End-Sem Summative	SEMEND EXAM	40	40
	Total		100

BUSINESS LEGISLATION (BL)

COURSE CODE	22MB5107	MODE	REGULAR	LTPS	2-0-0-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	To identify fundamental principles to business law.	1	PO3,PO5,PSO3
CO2	To interpret the key legal requirements that apply to commercial organisations.	2	PO4,PO6,PSO1
CO3	To analyse a solution for the legal difficulties that arise in some of the primary day-to-day interactions.	4	PO3,PO2,PSO4
CO4	To infer guidance or find a resolution for those legal challenges.	4	PO5,PO7, PSO3

Syllabus

Module 1	Law of Contract: Importance of Contract Act; Meaning and kinds of Contract; Essentials of a Contract; Performance of contract; Discharge of contract; Quasi Contracts, Special Contracts - Indemnity and Guarantee, Bailment and Pledge, Agency. Sale of Goods Act 1930: Sale and Agreement to Sell; Conditions and Warranties; Transfer of Property; Rights of Unpaid Seller.
Module 2	Indian Partnership Act 1932 - Meaning and Scope; Formation of Partnership; Registration of partnership; Kinds of partners; Rights, Duties and Liabilities of partners. Other business-related laws: Salient features of Consumer Protection Act, Labour related laws, Cyber Law, Competition Law,
Module 3	The Negotiable instruments Act, 1881: Meaning of Negotiable Instrument; Types of negotiable instruments; parties to negotiable instruments; Negotiation (Endorsement and kinds of endorsement); Dishonour of negotiable instruments; Discharge and modes of Discharge of negotiable instruments.
Module 4	Company Law; Definition and characteristics of a company; Kinds of companies; Formation and advantages of incorporation of a company; Memorandum of Association; Articles of Association; Prospects; Directors powers and liabilities; Kinds of meetings; Winding up of a company.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Mercantile and Industrial Law	R.C. Chawla & KC Garg	Kalyani Publishers	2004
2	Business Law	Gulshan SS	Excel Books	2006
3	Principles of Mercantile Law	Avatar Sing	Eastern Book Company	2010

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Corporate & Commercial Law I	Coursera	Y	ONLINE	COURSERA	https://www.coursera.org/learn/corporate-commercial-law-part1
2	Executive Program In Securities & Business Law	Career360	Y	ONLINE	Careers360	https://www.careers360.com/courses-certifications/business-law-courses-brpg

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1		SHRM	Commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment	10	
In-Sem Summative	In Sem I	20	40
	In Sem II	20	
End-Sem Summative	SEMEND EXAM	40	40
	Total		100

Business Analytics for Decision Making (BADM)

COURSE CODE	22MB5208	MODE	Regular	LTPS	2-0-2-0	PRE-REQUISITE	AQM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understanding the concept and types of Business analytics.	3	PO1,PO6
CO2	Analyzing data using descriptive statistical tools and nominal tests.	4	PO1,PO6
CO3	Analyzing the data using ordinal and scale tests.	4	PO1,PO6
CO4	Analyzing the data using data visualization tools and understanding python too.	4	PO1,PO6
CO5	Analyzing real-time data using learned tools.	4	PO1,PO6

Syllabus

Module 1	Understanding Business Analytics, Types of Business Analytics – Descriptive, Diagnostic, Predictive, Prescriptive and Cognitive Analytics, Overview of R and R Studio – Data Structures, Functions, Statements and Looping in R. Choose your Test for Data Analysis.
Module 2	Descriptive Analytics: Introduction, Measures of Central Tendency, Measures of Dispersion, Measures of Skewness and Measures of Kurtosis Diagnostic Analytics: Parametric Vs Non-Parametric Tests, Nominal Tests – Binomial Test, Mc Nemar’s Test, Cochran’s Q test-post-hoc test, Chi-square test, Phi-Coefficient of Correlation.
Module 3	Ordinal Tests – Wilcoxon Signed Rank Test, Mann-Whitney U Test, Kruskal-Wallis Test , Friedman Tests and related Post-hoc Tests, Spearman Rank Correlation Scale Tests – T tests – one Sample, Two Sample, Paired Sample, ANOVA – One way and Two Way with Post-hoc tests, Repeated Measures ANOVA, Karl Pearson’s Coefficient of Correlation.
Module 4	Data Visualization: Types of Presentation of Data – Graphical Presentation – Scatter plot, Histogram; Diagrammatic Presentation – One Dimensional – Bar Charts – Simple, Sub-divided and Multiple , Two Dimensional – Pie charts 2D and 3D, Other Charts – Box plots, Line plots Using R Graphics and R Commander/R Deducer. Understanding python-data types, operators, numpy, pandas, scipy.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	R in Action - Data Analysis and Graphics with R	Robert Kabacoff	Manning Publications	2022
2	Practical Business Analytics Using R and Python	Umesh R Hodeghatta&UmeshNayak	APress	2023
3	Handbook of Parametric and Non-parametric Statistical Procedures	David Sheshkin	David J Sheskin	2000

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	IBM Data Science Professional Certificate	IBM	Y	Project Based	Coursera with IBM	https://www.coursera.org/professional-certificates/ibm-data-science

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	R	Software	Open Source
2	Python	Software	Open Source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	5	20
	Home-Assignment	5	
	Continuous Lab Exercise	10	
In-Sem Summative	Sem In-Exam –I	15	40
	Sem In Exam-2	15	
	Lab Sem In Exam	10	
End-Sem Summative	End Sem Exam	24	40
	Lab Sem End Exam	16	
	Total		100

Human Resource Management (HRM)

COURSE CODE	22MB5210	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	PMOB
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Apply perspective role of HRM in modern business, Ability to plan human resources and implement techniques of job design	3	CO 4, CO 5, PSO 2
CO2	Articulate competency levels for recruit, train, and appraise the performance of employees	3	CO 4, CO 5, PSO 2
CO3	Analyse the rationality in designing compensation and ability to handle employee issues	4	CO 4, CO 5, PSO 2
CO4	Analyse the matters of employee integration and separation and New Trends in HRM	4	CO 4, CO 5, PSO 2
C5	Students has to form into cohorts and perform key HR functions such as organizing training program, designing appraisal form, creating offer letter, preparing CTC format, preparing code of conduct etc		

Syllabus

Module 1	Introduction: Importance and Functions, Scope of HRM, Human Resource Management in a changing environment; Manpower Planning: Manpower planning process, Job Description and Job specification, Job analysis and Job design; Techniques of Job design.
Module 2	HR Processes: Employee Selection and Development - Recruitment, Selection and Induction, Training and Development, Performance Appraisal
Module 3	Compensation Planning- Employee Compensation, Job evaluation, Employee Benefits and Welfare, Compensation and Salary Administration - Employee Discipline,
Module 4	Integration and Separation- Suspension, Dismissal and Retrenchment; Employee Grievance Handling, Trade Unionism, Collective Bargaining, Industrial Democracy. New Trends in HRM: HRM in India, HRM in International Firms, talent management, HR Accounting, HR Audit, HRIS

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Human Resource Management	Dessler	Mc Graw Hill	13th edition (2023)
2	Human Resource Management: Gaining a Competitive Advantage	Raymond Noe, John Hollenbeck, Barry Gerhart and Patrick Wright	Pearson Publications	9th edition (2020)
3	Managing Human Resources	Luis R. Gomez-Mejia, David B. Balkin, Kenneth P. Carson	Mc Graw Hill	10th edition (2023)
4	Human Resource Management: Text and Cases	K Aswathappa	Wiley	1st edition (2019)

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	SAP HCM (Module 1)	SAP	Yes	Proctored online	SAP	https://learning.sap.com/certification/sap-certified-application-associate-sap-hcm-payroll-with-erp-6-0-ehp7

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	SAP HCM	SAP	commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	HOME ASSIGNMENT AND TEXTBOOK	10	
In-Sem Summative	SEM IN EXAM I	20	40
	SEM IN EXAM II	20	
End-Sem Summative	END SEM EXAM	40	40
	Total		100

Financial Management (FM)

Financial Management<FM>

COURSE CODE	22MB5211	MODE	Regular	LTPS	2-1-0-0	PRE-REQUISITE	FMA
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	To gain a knowledge on availability of various sources of finance and markets for raising of funds.	2	1
CO2	To analyze the long term and short term investment decisions	4	5
CO3	To analyse the financing decisions by using different techniques of valuation.	4	5
CO4	To analyze the dividend Decisions in relation to wealth maximization.	4	5
CO5	Evaluating all financial decisions using Financial Modelling inExcel	5	5

Syllabus

Module 1	Introduction to Finance: Nature and Scope of Financial Management, Goals& Objectives of Financial Management – Emerging Role of Financial Manager -- organization of finance function--Sources of Finance-Long Term and Short Term Financing – Time Value of Money.
Module 2	Capital Budgeting Decisions: Payback Period, Average Rate of Return, Net Present value, Internal Rate of Return, Profitability Index and Discounted Payback Period -
Module 3	Cost of Capital and Capital Structure: Capital Structure Theories, EBIT& EPS Analysis – Financial Leverage – Operating Leverage – Specific Cost of Capital and Weighted Average Cost of Capital. Dividend Decisions, Dividend Theories--Forms of Dividend.
Module 4	Working Capital Management: Working Capital Management – Determinants - Working Capital Financing approaches --Estimation of working Capital - Cash Management - Receivables Management - Inventory Management
Module 5	Overview of financial modelling- Understanding the components and structure of financial models- Evaluating investment projects using financial models - Analyzing project feasibility and risk assessment using excel- Evaluating the impact of capital structure and dividend decisions on financial metrics using excel.Creating business plans using financial models-Assessing strategic initiatives and growth opportunities

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Corporate Finance	Jonathan Berk and Peter DeMarzo	Pearson	2018
2	Principles of Corporate Finance	Richard A. Brealey, Stewart C. Myers, and Franklin Allen	Pearson	2021
3	Financial Management: Principles and Practice	Timothy Gallagher, Joseph D. Andrew, and Anne Marie Ward	Cengage Learning	2021
4	Financial Management: Theory & Practice	Eugene F. Brigham and Michael C. Ehrhardt	Cengage Learning	2021

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certification in Financial Modelling and valuation	NSE	y	MCQ's	NSE	https://www.nseindia.com/learn/certification-in-financial-modelling-and-valuation
2	Certificate in Financial Modelling and Valuation	E&Y	Y	MCQ's	E&Y	https://www.ey.com/en_in/ey-faas-learning-solutions/e-learning-certification-in-financial-modelling-and-valuation

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Excel	Excel	Open source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	HOME ASSIGNMENT AND TEXTBOOK	10	
In-Sem Summative	SEM IN EXAM I	20	40
	SEM IN EXAM II	20	
End-Sem Summative	END SEM EXAM	40	40
	Total		100

Operations Management (OM)

COURSE CODE	22MB5212	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	PMOB
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Apply the concepts of Operations Strategy to real time	3	6
CO2	Analyze the data using Project Management techniques	4	7
CO3	Evaluate the production data by using statistical quality	4	7
CO4	Analyze the operations data using OR Techniques	4	7

Syllabus

Module 1	Introduction and Overview: Historical Evolution of Operations Management- Operations Management Strategy framework: Product development: Operations strategy- Product Strategy and Integrated Product Development- Process Strategy
Module 2	Capacity Planning Decisions- Facilities Location Strategies. System Design- Facilities Layout and Material Handling Strategy- Group Technology- Flexible Manufacturing System . Project Management: Network Diagram, CPM vs PERT, CPM: Types of Floats, Critical Path, and Project Crashing. PERT: Types of Slack, Critical Path, Probability of Completion
Module 3	Productivity & Quality Tools: Productivity Concepts-Quality Circle - Kaizen-Value Analysis and Value Engineering — Statistical Quality Control- Work Study-Method Study & Work Measurement-Learning Curves-Work Sampling-control charts for Variables and Attributes. Planning and Managing Operations -Supply Chain Management-Purchasing - Demand forecasting
Module 4	Job Sequencing-Transportation problems-Assignment problems, Advanced Operations Management-Constraint management (TOC-Theory of Constraints) — Computer Integrated Manufacturing — Six Sigma

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Production and Operations Management	O.P.Khanna, Work Study Chase et al,	DhanpatRai Publications,	2003
2	Production and Operations Management: Concepts, models and behavior	Everett Adam and Ronald Ebert	5th edition	2009
3	Operations Management	William Stevenson Nigel Slack, Stuart Chambers	Tata McGraw Hill Company, New Delhi.	
4	Operations Management	Norman Gaither and Greg Frazier	9th International Student Edition, South Western, Thomson Learning Inc	2008

5	Fundamentals of Operations Management	Aquilano, N.J, Chase, R.B. and Davids, M.M.	2ndEd. Chicago: Irwin.	1995
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Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Entry-Level Management Certification	CS	Y	MCQ's	ICPM	https://icpm.net/
2	Advanced Management Certification	CM	Y	MCQ's	ICPM	https://icpm.net/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	OR Tools	Google	Open Source for python
2	LYNDO/LINGO Systems	LINDO	Commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment and Textbook	10	
In-Sem Summative	Semester in Exam-II	20	40
	Semester in Exam-I	20	
End-Sem Summative	End Semester Exam	40	40
	Total		100

Enterprise Resource Planning (ERP)

COURSE CODE	22MB5213	MODE		LTPS	2-0-0-4	PRE-REQUISITE	PMOB
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understanding the Foundational concepts of ERP	PO1,PO2/ PSO1	2
CO2	Identify various modules within an ERP system	PO1, PO5/PSO1	3
CO3	Apply the ERP Implementation Processes and Methodologies	PO1, PO5/PSO1	3
CO4	Apply the ERP selection which suits business applications	PO1, PO5/PSO1	3
CO5	Demonstrate the ERP system's user interface, navigation, and basic functionalities.	PO1,PO2	3

Syllabus

Module 1	Introduction to ERP: - Definition, objectives and benefits of ERP- Evolution and growth of ERP- Role of ERP in an organization- ERP system architecture. Business modelling; Integrated data model: Benefits of ERP: Quantifiable, Intangible; Risks: People, process, Technology, Implementation, Operational and Managerial risks.
Module 2	ERP Modules:- Finance and accounting- Sales and marketing- Materials management- Production planning and control- Human resource management.
Module 3	ERP Implementation:- Planning and preparation for ERP implementation- Phases of ERP implementation - ERP implementation strategies- Risks and challenges of ERP implementation.
Module 4	ERP Evaluation and Selection: - Evaluation criteria for ERP selection- Selection of ERP vendor and software- Request for proposal (RFP) and response management- ERP evaluation.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Introduction to Information Systems	R. Kelly Rainer Jr. and Casey G. Cegielski	John Wiley and Sons, Inc. 2011	2011
2	Enterprise Resource Planning	Alexis Leon	Tata Mcgraw Hill publishing company	2011
3	Management Information Systems	Laudon&Laudon	Tata Mc-Graw Hill	
4	Enterprise Resource Planning Systems	Enterprise Resource Planning Systems	Cambridge University Press.	2002

Global Certifications:

Mapped Global Certifications:

Sl	Title	Certification	Proctored	Format of the	Exam	URL of the
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No		Provider	(Y/N)	Exam	Provider	Certification
1	Financial Accounting (SAP FI)	SAP Certifications	Yes	Online	SAP	https://training.sap.com/certification/
2	Oracle Certified Professional 1	Oracle	Yes	Online	Oracle	https://education.oracle.com/certification

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	SAP	SAP	Commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	
	Home Assignments	10	20
In-Sem Summative	Sem-in-1	20	
	Sem-in-2	20	40
End-Sem Summative	End-sem	40	40

PROJECT MANAGEMENT (PM)

COURSE CODE	2 22MB5214M	MODE	M	LTPS	2-0-0-0	PRE-REQUISITE	Nil
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Course Outcome

CO#.	Course Outcome	PO	BTL
1	Understand tools and considerations used in assessing and selecting suitable projects.	1	2
2	Analyze the usefulness of planning, monitoring and control techniques as means of achieving business improvement and change.	2,3	4
3	Evaluate a project to provide cost estimates and to plan the various activities	2,3	5
4	Evaluate team building skills required to support successful performance.	5	5

Project management concepts, project planning, project quality and cost management, project closure.

SYLLABUS

Project Management Concepts: Concept and characteristics of a project – types of projects - importance of project management- project organizational structure - project life cycle - Statement of Work - Work Breakdown Structure.

Project Planning: Project feasibility studies - Components of project feasibility studies - Project Planning and Scheduling techniques - project planning to project completion: Pre-investment phase, Investment Phase and operational phase - Developing the project network using CPM/PERT - Crashing of Project Networks– Managing Project resources flow. Project Quality and Cost Management: Steps in Project appraisal process - Concept of project quality - TQM in projects - Project control process - Monitor and assess project performance, schedule, and cost – performance measurement. Methods to monitor, evaluate, and control planned cost – Cost and time overruns. Project Closure: Meaning of closure or termination - project audit process - termination steps - final closure - Managing Project Teams - Team development process

RECOMMENDED TEXTBOOK(S):

1. John M Nicholas & Herman Steyn “Project Management for Business and Technology”, Elsevier, 3rd Edition.

REFERENCE BOOKS

1. K Nagarajan, “Project Management”, New Age International Publishers, 6th Edition
2. Gido I Clements, “Project Management”, Cengage Learning.
3. R. Panneerselvam & P. Senthilkumar, “Project Management”, PHI Learning Pvt. Ltd., New Delhi.
4. Prasanna Chandra, “Projects: Planning, Analysis, Selection, Implementation and Review”, TMH, New Delhi.
5. Clifford F Gray, Erik W Larson, “Project Management-The Managerial Process”, Tata Mcgraw-Hill Publishing Co Ltd

Strategic Management (SMG)

COURSE CODE	22MB6115	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	Business Environment
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand basic concepts and the process of Strategic Management	PO1, PO2, PSO 1	2
CO2	Learn and analyse competitive strategies by understanding business landscape	PO1, PO2, PSO 1	4
CO3	Industry and firm analysis and evaluation to be able to apply corporate restructuring strategies	PO1, PO2, PSO 1	5
CO4	Use case of e business to enable students in applying various strategies to e business	PO1, PO2, PSO 1	5

Syllabus

Module 1	Introduction to Strategic Management–Evolution of the concept of strategic management – Components of strategic management – The three levels of strategic planning – making strategic decisions. Strategic Management Process– Benefits and limitations of Strategic Management. Company Vision – Mission statements
Module 2	External Analysis: The Identification of Opportunities and Threats – the five forces framework, industry dynamics and forces driving the change, strategic group analysis, competitor analysis and the SOAR framework. Internal Analysis – Evaluating company resources, capabilities and competitiveness – SWOT analysis, Types of company resources – Four tests for competitive power.
Module 3	Building Competitive Advantage Through Functional-Level Strategy, Building Competitive Advantage Through Business-Level Strategy – Cost leadership – differentiation – focus – other strategic issues -Corporate-Level Strategy: Horizontal Integration, Vertical Integration, and Strategic Outsourcing, Corporate-Level Strategy: Related and Unrelated Diversification Corporate Restructuring: Forms of Corporate Restructuring: Expansion, Sell-offs, Turnaround Management, Joint Ventures and Strategic Alliances, Mergers & Acquisitions, Divestitures and Spin Offs. Takeover Strategies and Defenses: Kinds of Takeovers,
Module 4	Implementing strategy - corporate Performance, Governance, and Business Ethics, implementing Strategy in Companies that Compete in a Single Industry, Implementing Strategy in Companies that Compete Across Industries and Countries

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Strategic Management A Competitive Advantage Approach, Concepts And Cases	Fred R David	Pearson	2016
2	Strategic Management – An Integrated Approach	Charles Hill & Gareth Jones/ Biztantra	South Westren Cengage Publications	2018
3	Management of Strategy – Concepts and Cases	Hitt/Hoskisson/Ireland	CENGAGE Learning	
4	Competitive Strategy	Micheal Porter	Tata Mc Graw Hill	

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Strategic Manager	Association for Strategic Planning (ASP) Canada	No	Objective and Project	Association for Strategic Planning (ASP)	https://www.strategyassociation.org/page/StrategyCertificationProgram

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Microsoft Planner	Microsoft 365 platform	The application is available to premium, business, and educational subscribers to Microsoft 365.

Evaluation Components:

Evaluation	Component	Weightage (Marks)	Total
In-Sem Formative	ALM	10	20
	HOME ASSIGNMENT AND TEXTBOOK	10	
In-Sem Summative	SEM IN EXAM I	20	40
	SEM IN EXAM II	20	
End-Sem Summative	END SEM EXAM	40	40
Total			100

Entrepreneurship and Family Business (EFB)

COURSE CODE	22MB6116	MODE	Regular	LTPS	2-0-0-0	PRE-REQUISITE	PMOB
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand and explain the key terms, definitions, and concepts used in Entrepreneurship Development and Construct a well-structured business plan	2	2
CO2	Understand and explain the concept of family business and managerial implications of family business and family myths	2	2
CO3	Understand the issues of leadership transition in family business and apply the knowledge of change management in the family business	3	2
CO4	Understand the schemes and support available for entrepreneurs from the government and institutional support for entrepreneurial development	4	2

Syllabus

Module 1	Introduction to Entrepreneurship: Definition of Entrepreneur, Entrepreneurial traits, Entrepreneurial Culture, Administrative culture Vs Entrepreneurial Culture; Entrepreneur vs. Manager vs Intrapreneur; Role of Entrepreneurship in Economic Development; Woman as Entrepreneur. Creating and Starting the venture: Environmental Analysis - Search and Scanning, Assessment of Opportunities; Business Idea, Sources of new Ideas, Techniques of generating ideas
Module 2	The Business Plan: Nature and scope of business plan, Writing Business Plan, Evaluating Business plans, Using and implementing Business plans. Financing and Managing the New Venture: Sources of Capital, Venture Capital
Module 3	Introduction of Family Business – Conceptual Models of Family firms – Three dimension development Model – ownership development dimension – Family Developmental Dimensions – Business Developmental Dimensions; Four Classic Family Business types – Founders and the Entrepreneurial experiences – Growing and evolving family business – Complexity of family enterprise – Diversity of successions
Module 4	Different Dreams and challenges. Narcissism, Envy And Myths In Family Firms Personality types – Managerial implications of dysfunctional narcissism – importance of individuation – power of envy – role of family myths and impact of family myths on family business – common personality characteristics of founder – common defensive structures in founder – maintaining the balance.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Entrepreneurship	Robert Hisrich, Michael Peters and Dean Shepherd	TMH,	2017
2	Generation to generation Life cycles of Family business	Lansberg, Iven	Harvard Business School publishing India Pvt. Ltd	2013
3	Family Business on the Couch – A psychological perspective	Manfred F.R. Kets de Vries, Randel S. Carlock, Elizabeth Florent – Treacy	Wiley Publisher	2007
4	Entrepreneurship	Baringer and Ireland	Pearson	2018

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certification on Entrepreneurship	Entrepreneurship Development Institute of India	Y	MCQs	Entrepreneurship Development Institute of India	https://www.e-diindia.org/
2	Certification on Entrepreneurship	International Council for Small Business	Y	MCQs	International Council for Small Business	https://icsb.org/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Tutorial	10	
In-Sem Summative	Sem In I	20	40
	Sem In II	20	
End-Sem Summative	End Sem Examination	40	40
Total			100

Business Ethics and Corporate Governance (BECG)

COURSE CODE	22MB6217	MODE	Regular	LTPS	2-0-0-0	PRE-REQUISITE	PMOB
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Gain knowledge about differences between ethics and morals, various ethical theories.	2	2
CO2	Have proficiency about the definition, objectives, natures and sources of ethics.	2	2
CO3	Have adequate knowledge in ethical issues in corporate governance, the problems of whistle blowing.	3	3
CO4	Become an expert in ethical issues in employer-employee relations, ethical issues in marketing.	4	4

Syllabus

Module 1	Values, Norms and Beliefs- Ethics v. Morals; Values, Norms, Beliefs and their role; values for managers from Indian ethos; Ethical Codes – Ethical theories; Teleological, Deontological, natural and Kantian. Introduction to Ethics- Definition of Ethics – Objectives, nature and sources of ethics –
Module 2	Business Ethics – Nature, Importance and Factors influencing Business Ethics. Corporate Social Responsibility: Ethical issues in Corporate Governance; The role of Insider Trading; The problem of whistle blowing, Recent case studies. Nature and significance; arguments for and against CSR; the conflicting interests of various stakeholders; CSR initiatives at HSBC: Making good business sense.
Module 3	Ethical issues in Corporate Governance; The role of Insider Trading; The problem of whistle blowing, Recent case studies. Employees and Business Ethics - Ethical issues in employer – employee relation; discrimination at work place; Sexual and racial harassment;
Module 4	Working conditions – employee privacy. Consumers and Business Ethics; the limits of doctrine of caveat emptor; Ethical issues in marketing, advertising; the ethical challenges under globalization

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Business Ethics	M.G. Velasquez	Prentice Hall India Limited	2007.
2	Business Ethics	Andrew Crane and Diark Matten	Oxford Publication	2013
3	Ethical Choices in Business	R.C. Sekhar	Response Books	2007
4	Ethics in Management	S.K. Chakraborty	oxford India paper backs	2013

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Compliance and Ethics Professional	The Compliance Certification Board (CCB)	Y	MCQ s	The Compliance Certification Board (CCB)	https://www.corporatecompliance.org/certification
2	Chartered Governance Professional	Institute of Chartered Secretaries and Administrators (ICSA)	Y	MCQ s	ICSA	https://www.cgi.org.uk/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Tutorial	10	
In-Sem Summative	Sem In I	20	40
	Sem In II	20	
End-Sem Summative	End Sem Examination	40	40
Total			100

Leadership in Organisations (LO)

COURSE CODE	22MB6218	MODE	REGULAR	LTPS	2-0-0-0	PRE-REQUISITE	HRM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	To Identify leadership in a dynamic business environment	1	PO3,PO7,PSO4
CO2	To interpret effective leaders by teaching them the necessary techniques and behaviours.	2	PO5,PO8,PSO2
CO3	To categorize how to use leadership in organisations.	4	PO5,PO7,PSO4
CO4	To discriminate the capacity of leaders for organisations.	4	PO6,PO8, PSO5

Syllabus

Module 1	From Management to Leadership – Nature and Importance of Leadership –Difference between Leadership and Management – Leadership Theories – Trait Theories – Behavioral Theories – Scandinavian Studies – Contingency Approaches – Situational Theories - –Servant Leadership- Adaptive Leadership
Module 2	Leadership Skills and Leadership Styles – Leadership Skills and Tactics – Social Skills- Persuasion Skills – Motivational Skills –Communication and Conflict Resolution Skills – Role Models – Story Telling — Leadership Styles-The Impact of Leadership Styles on Work Climate.
Module 3	Strategic Leadership by Executives-The Nature of Strategic Leadership-How leaders influence organizational performance- Constraints on Executives- Conditions Affecting the Need for Strategic Leadership- Political Power and Strategic Leadership-Research on Effects of CEO Leadership-Strategic Leadership by Executive Teams,- Women CEOs.
Module 4	Leadership Development and Succession-Development through Self-Awareness and Self-Discipline-Development through Education, Experience and Mentoring-Leadership Development Programs. Developing next Generation Leaders - Leadership Development and Organizational Goals – Coaching Leaders -Leadership Succession -Choosing the Right CEO

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Leadership in Organizations	Yulk, Gary	7th e Pearson Education	2011
2	Leadership Principles	Du Brin, Andrew J	Cengage Learning, NewDelhi	2009
3	Leadership: Theory and Practice	Peter G Northouse	6ed. Sage	2013

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Accelerating		Y		HARWARD	https://www.ex

	the Careers of High-Potential Leaders	HARWARD BUSINESS SCHOOL		ONLINE	BUSINESS SCHOOL	ed.hbs.edu/leadership-development/?utm_source=google&utm_medium=paid-search&utm_campaign=exec-non-brand-clp-pld-global-none-phrase-cross-device-india&utm_id=core&gclid=CjwKCAjwkeqkBhAnEiwA5U-uMy_p4xeanMYXQtKjxph0esJvpRJuzHprgxA4Y8kO8s6p1AmTKnw pBRoCjmMQAvD_BwE&gclid=aw.ds
2	Organizational Leadership	Coursera	Y	ONLINE	Coursera	https://www.coursera.org/specializations/organizational-leadership

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial

Evaluation Components:

Evaluation	Component	Weightage (Marks)	Total
In-Sem Formative	HOME ASSIGNMENT	10	
	ALM	10	
			20
In-Sem Summative	SEM IN 1	20	
	SEM IN 2	20	
			40
End-Sem Summative	SEM END EXAM	40	40
Total			100

Materials Management (MTM)

COURSE CODE	22MB561L1	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	OM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Analyze the impact of materials management on various aspects of the organization, such as cost, quality, customer service, and sustainability.	3	1
CO2	Develop the key components of materials management, including procurement, inventory management, storage and handling, and transportation.	3	3
CO3	Apply various techniques and tools used in materials management, such as ABC analysis, just-in-time (JIT) inventory, and material requirements planning (MRP).	4	4
CO4	Evaluate the effectiveness of materials management systems and recommend improvements.	4	4

Syllabus

Module 1	Materials management – Importance of materials management – Organization for materials management - Transportation management – Warehousing – Organization & control for logistic management. Classification of materials – Classification and coding systems – Specification of materials – Standardization – Elements of value analysis/engineering & quality control – Estimation of demand – concepts of dependent and independent demands – ABC, VED, FSN analysis – Materials audit.
Module 2	Purchasing – Purchasing Process — purchase order- purchasing policies and procedures- -Purchase Cost Analysis–INCOTERMS- Source location – supplier evaluation – Supplier rating – Methodology of rating – Legal aspects of purchase procedures – Bid evaluation criteria – e-Procurement– Import procedures.
Module 3	Inventory control – Objectives of inventory control – Organization of inventory – concept of operating cycle – Levels of inventory – Classification of inventory – Optimum inventory – Basic EOQ formula – EOQ computation with shortages and discounts. Sales and operations planning (S&OP) , Barcoding and RFID technology
Module 4	Material requirement planning – Inputs and outputs – Manufacturing resource planning – Production planning – Bill of materials (BOM) – Zero inventory system – WIP inventory – GANTT charts – Concept of project inventory

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Essentials of Inventory Management	Max Müller	2nd Ed. 2011	American Management Association,
2	Materials Management: An Executive's Supply Chain Guide	By Stan C. McDonald,	2009	John Wiley & Sons
3	Introduction To Materials Management	6/E By Arnold		Pearson Ed. India
4	Introduction to Materials Management	Tony Arnold, Stephen N. Chapman, and Lloyd Clive		
5	Essentials of Inventory Management	Max Müller	2nd Ed. 2011	American Management Association,

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	SAP MM	SAP	Yes	Online	SAP	https://training.sap.com/certification/c_tscm52_67-sap-certified-application-associate---procurement-with-sap-erp-60-ehp7-g/
2	CII SCM Pro	CII	Yes	Online	CII	https://ciiscmconnect.com/service/supply-chain-professional-certification-scmpro/
3	Institute for Supply Chain	ISM	Yes	Online	Institute for Supply Chain	https://www.ismworld.org/certification-and-training/certification/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	SAP MM	SAP	Commercial
2	Excel	Microsoft	Open Source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem	ALM	10	20

Formative	HOME ASSIGNMENT AND TEXTBOOK	10	
In-Sem Summative	SEM IN EXAM I	20	40
	SEM IN EXAM II	20	
End-Sem Summative	END SEM EXAM	40	40
	Total		100

FUNDAMENTALS OF SUPPLYCHAIN MANAGEMENT (FSCM)

COURSE CODE	22MB61L2	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	OM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	analyze Supply Chains with a Strategic Framework	4	1
CO2	Analyze Supply Chain Networks	4	2
CO3	Planning and Managing Demand and Supply and Inventories	5	4
CO4	Design Transportation Networks and Collaborate Cross Functional driver	5	6

Syllabus

Module 1	Understanding the Supply Chain: Definition; Objectives; Importance; Decision phases in supply chain; process views of supply chain; Achieving strategic fit and scope: Competitive & SCM Strategies; Achieving strategic fit and challenges; Supply chain drivers and metrics: Financial Measure of Performance; Performance Drivers
Module 2	Designing Distribution Networks to online business: Role of distribution in SCM; Factors and Design options; Online sales and the distribution networks; Network Design and SCM: Role of design; Factors and Framework for design decisions; Designing Global Supply Chain Networks: Offshoring Decisions; Risk Management; Evaluating Network Design decisions;
Module 3	Demand Forecasting: Introduction; Characteristics; Components; Aggregate planning: Role of AP in SCM; Challenges; Strategies; Role of IT in aggregate planning; Sales and Operations Planning: Responding to predictable variability; Managing supply and demand; SCM Coordination: Bull Whip Effect; NonCoordination effects; Obstacles; Managerial Levers; Planning and Managing Inventory: Economies of Scale: Cycle Inventory; Cost Estimation; EOS & EOQ; Aggregating Multiple Products; Short term discounting; Multi-echelon Cycle Inventory; Managing Uncertainty in Supply Chain: Determining the optimal level of Product availability
Module 4	Transportation: Role; Transportation Modes; Infrastructure and Policies; Design options for transportation network; Tradeoffs; Tailored Transport; Role of IT; Sourcing: Introduction; In-In-house or Outsource; Cost of Ownership; Supplier Selection; Designing sourcing portfolios; Pricing and revenue management; Sustainability and SCM; IT and SCM

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Logistics and Supply Chain Management:	Raghuram, G. and N. Rangaraj	Macmillan, New Delhi	2000
2	Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies	Simchi-Levi, D., P. Kaminski and E. Simchi-Levi	McGraw-Hill. 3	2003
3	Modelling the Supply Chain	Shapiro, J	Duxbury Thomson Learning	2001

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Supply Chain Professional (CSCP)	Association for Supply Chain Management	Y	ONLINE- MCQS	Association for Supply Chain Management	https://www.apics.org/credentials-education/credentials/cscp

Tools used in Practical / Skill: NIL

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	HOME ASSIGNMENT AND TEXTBOOK	10	
In-Sem Summative	SEM IN EXAM I	20	40
	SEM IN EXAM II	20	
End-Sem Summative	END SEM EXAM	40	40
	Total		100

Operations Strategy (OS)

COURSE CODE	22MB61L3	MODE		LTPS	3-0-0-0	PRE-REQUISITE	OM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Analyze the world of operations in 2020 and evaluate the role of Operations Management within the organizational chart. (BTL 3 - Analyzing)	3	PO1
CO2	Examine the concept of operations as a service and analyze the historical role of Operations Management, while considering current perspectives in the field. (BTL 3 - Analyzing)	3	PO3
CO3	Evaluate the strategic dimensions of operations and their impact on competitiveness. (BTL 4 – Evaluating)	3	PO3
CO4	Assess the relationship between operations and corporate strategy, ensuring strategic fit within the organization. (BTL 4 - Evaluating)	4	PO3,PO1

Syllabus

Module 1	Introduction to Operations Management: World of operations in 2020-Operations Management in the organizational chart-Operations as a service-Historical role of Operations Management-Relationship between operations strategy and organizational goals-Process Analysis and Design-Process mapping and flowcharting-Process performance metrics. Capacity Planning and Management. Forecasting demand and capacity requirements-Strategies for matching capacity and demand-Managing capacity constraints.
Module 2	Operations Strategy and Competitive Dimensions: Operations Strategy and Competitive dimensions-Operations and Corporate Strategy-Strategic Fit-A framework for Operations Strategy in Manufacturing and Services-Role of manufacturing/operations in business strategy-Value as a business concept-Strategic issues in manufacturing-Sustainable operations and corporate social responsibility
Module 3	Methodology for Developing Operations Strategy: Checking markets-Outcome of Market debate-Linking manufacturing to Markets-Strategic integration-Why products sell in the markets-Order Winners, Order Qualifiers-Dynamic Markets and Generic Strategies-Technology strategy-Issues in New Product development-Time to market-Strategic nature of the process-Business implication of Process choice-Hybrid Process-Product/service profiling-Company or plant-based profiles-Decisions for product reallocation-Emerging Trends in Operations Strategy:Digital transformation and Industry 4.0-Artificial Intelligence (AI) and automation-Sustainable operations and circular economy
Module 4	Redefining Operations Strategy :Operations Redefining & Restructuring; Demand and Revenue Management; Operations Strategy Process – Substitutes: BPR, TQM, Lean, Six Sigma: Business Process Focused Strategies & Organization Development: Quality Planning and Controlling System, Improving Response Time with IT, Operations Audit

	Approach; Risk Management & Hedging: Accounting & Financial Perspectives and Operations System, Business Continuity Planning, Disaster Recovery strategy
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Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	"Operations Strategy: Principles and Practice"	Richard B. Chase, F. Robert Jacobs, and Nicholas J. Aquilano	Pearson Education Limited	2017
2	"Operations Strategy"	Nigel Slack and Michael Lewis		2021
3	Operations Strategy: competing in the 21st Century	• Brown / Lamming Beckman / Barry.	McGraw-Hill Higher Ed,	
4	Strategic Operations Management	Bessant / Jones.	Elsevier-India (Butterworth-Heinemann)	2005

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Supply Chain Professional (CSCP)	APICS	Y	Online	APICS	https://www.ascm.org/learning-development/certifications-credentials/cscp/
2	CII SCM Pro	CII	Y	Online	CII	https://ciismconnect.com/service/supply-chain-professional-certification-scmpro/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Minitab	Triola Statistics Company	Commercial
2	Excel	Microsoft	Open Source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	HOME ASSIGNMENT AND TEXTBOOK	10	

In-Sem Summative	SEM IN EXAM I	20	40
	SEM IN EXAM II	20	
End-Sem Summative	END SEM EXAM	40	40
	Total		100

Total Quality Management (TQM)

COURSE CODE	22MB61L4	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	OM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the basic concepts of quality management	3	1
CO2	Understand the contributions of Quality gurus towards quality deployment	3	4
CO3	Understand the process of QFD	3	4
CO4	To understand the importance of redesign and reengineering for quality improvement.	3	4

Syllabus

Module 1	Understanding Quality: Quality, competitiveness and customers; understanding and building quality chains; managing quality; quality starts with understanding the needs; quality in all functions.
Module 2	Models, Frameworks and Approach For TQM: Early TQM frameworks; the 4Ps and 3Cs of TQM – a new model; TQM approach; creating or changing the culture; effective leadership; integrating TQM into policy and strategy.
Module 3	Quality Design – Partnership - Performance: The quality design process; quality design for services; quality function deployment [QFD]; partnering and JIT.
Module 4	Processes Redesign/Re-Engineering: Process classification framework and process modelling; Business process re-engineering and methodology; Quality management systems design and models management; benchmarking and performance measurement framework; choosing benchmarking driven activities wisely.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Total Quality Management with text and cases	James Robert Evans and James W. Dean	South Western College Publication	2000
2	Quality Management	Kanishka Bedi	Oxford printing.	2006
3	Total Quality Management: Text, Cases, and Readings	Joel E. Ross and Perry,	St. Lucie Press, 1999	1999
4	Fundamentals of Total Quality Management,	Jens, Kai & Gopal	Taylor & Francis	2007
5	Total Quality Management	Dale H. Besterfield, et.al.	Pearson Ed. Inc.	2010

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Six Sigma Certifications	ASQ and the International Association for Six Sigma Certification (IASSC)	Y	Online	IASSC	
2	Certified Manager of Quality/Organizational Excellence (CMQ/OE)	American Society for Quality (ASQ)	Y	Online	ASQ	

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Pareto Chart		
2	Flowcharts		

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	HOME ASSIGNMENT AND TEXTBOOK	10	
In-Sem Summative	SEM IN EXAM I	20	40
	SEM IN EXAM II	20	
End-Sem Summative	END SEM EXAM	40	40
	Total		100

Lean Management (LM)

COURSE CODE	22MB561L5	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	OM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand and apply the key principles of lean management, including waste reduction, continuous improvement, and customer focus	3	1
CO2	Develop skills in problem-solving, process improvement, and teamwork required for lean management.	3	3
CO3	Apply lean management principles to various industries and processes, such as manufacturing, healthcare, and service operations	3	4
CO4	Evaluate the effectiveness of lean management systems and recommend improvements	4	4

Syllabus

Module 1	Introduction: The mass production system – Origin of lean production system – Necessity – Lean revolution in Toyota – Systems and systems thinking – Basic image of lean production – Customer focus – Muda (waste). Stability of Lean System - Standards in the lean system
Module 2	5S system – Total Productive Maintenance – standardized work – Elements of standardized work – Charts to define standardized work – Man power reduction – Overall efficiency - standardized work and Kaizen Common layouts. Just In Time – Principles of JIT – JIT system – Kanban Systems – Kanban & Agile Methodologies
Module 3	Heijunka Production leveling – Kanban Pull systems – Value stream mapping, Case study analysis of VSM in different industries, Jidoka (Automation with a Human Touch Jidoka concept) – Poka-Yoke (mistake proofing) systems – Inspection systems and zone control – Types and use of Poka-Yoke systems – Implementation of Jidoka. Worker Involvement and Systematic Planning Methodology
Module 4	Lean Six Sigma – Integrating Lean and Six Sigma- Quality circle activity – Kaizen training-A3 problem-solving process - Suggestion Programmes – Hoshin Planning System (systematic planning methodology) – Phases of Hoshin Planning – Lean culture

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Lean Production Simplified	A Plain-Language Guide to the World's Most Powerful Production System" by Pascal Dennis	Productivity Press	
2	Value Stream Mapping: How to Visualize Work and Align Leadership for Organizational Transformation	Karen Martin and Mike Osterling		
3	"Lean Enterprise: How High Performance Organizations Innovate at Scale"	Jez Humble, Joanne Molesky, and Barry O'Reilly		
4	"The Toyota Way: 14 Management Principles from the World's Greatest Manufacturer"	Jeffrey K. Liker	McGraw-Hill Education	
5	The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses"	Eric Ries	Publisher: Currency	

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Professional Scrum Master		Yes	Online	Scrum	https://www.scrum.org/courses/professional-scrum-master-training
2	Lean Six Sigma		Yes	Online	EY	https://eyvirtualacademy.com/course_details/certificate-in-lean-six-sigma-green-belt

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	JIRA	<u>Atlassian</u>	Commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem	ALM	10	20

Formative	HOME ASSIGNMENT AND TEXTBOOK	10	
In-Sem Summative	SEM IN EXAM I	20	40
	SEM IN EXAM II	20	
End-Sem Summative	END SEM EXAM	40	40
	Total		100

WARE HOUSE MANAGEMENT (WHM)

COURSE CODE	22MB62L6	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	OM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the role of the warehouse - Types of warehouse operation - Warehouse location - Supply chain trends affecting warehouses - e-fulfilment and its effect on the warehouse - Specialized warehousing	2	PO2
CO2	Analyze the importance, significance role of Warehouse processes: receiving and put-away – pick preparation – Picking strategies and equipment - Types of automated picking - Handling equipment - Storage equipment - Order-picking methods - Comparisons - Cost of errors in minimizing the cost	4	po2
CO3	Analyze the importance, significance role of Warehouse Warehouse processes from replenishment to dispatch and beyond - Replenishment - Value-adding services - Indirect activities - Stock management – Warehouse management systems - The process - Selecting the right WMS - Selecting a partner - Implementation - Software as a service - Cloud computing - Storage and handling equipment - Vertical and horizontal movement - Automated storage and retrieval systems (AS/RS) . Resourcing a warehouse - Processing activities	4	po2
CO4	Evaluating the Warehouse costs - Types of costs - Return on investment (ROI) - Traditional versus activity-based costing systems – Charging for shared-user warehouse services - Logistics charging methods - Health and safety - Risk assessments - Layout and design - Fire safety - Slips and trips - Manual handling - Warehouse equipment legislation - First aid.	5	Po6

Syllabus

Module 1	The role of the warehouse - Types of warehouse operation - Warehouse location - Supply chain trends affecting warehouses - e-fulfilment and its effect on the warehouse - Specialized warehousing Warehouse processes: receiving and put-away – pick preparation – Picking strategies and equipment - Types of automated picking - Handling equipment - Storage equipment - Order-picking methods - Comparisons
Module 2	Cost of errors. Warehouse processes from replenishment to dispatch and beyond - Replenishment - Value-adding services - Indirect activities - Stock management – Warehouse management systems - The process - Selecting the right WMS - Selecting a partner - Implementation - Software as a service - Cloud computing - Storage and handling equipment - Vertical and horizontal movement
Module 3	Automated storage and retrieval systems (AS/RS) . Resourcing a warehouse - Processing activities - Warehouse costs - Types of costs - Return on investment (ROI) - Traditional versus activity-based costing systems – Charging for shared-user warehouse services - Logistics charging methods - Health and safety - Risk assessments - Layout and design - Fire safety - Slips and trips - Manual handling

Module 4	Health and safety - Risk assessments - Layout and design - Fire safety - Slips and trips - Manual handling - Warehouse equipment legislation - First aid. The warehouse waste management - Product waste - Waste disposal - Hazardous waste - The warehouse of the future - Views of the future: the warehouse - Other advances
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Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Warehouse Management Handbook	James A. Tompkins	Tompkins Press,	1998
2	Warehouse Distribution and Operations Handbook	David Mulcahy,	McGraw Hill	1993
3	World-Class Warehousing and Material Handling	Edward Frazelle	McGraw Hill	2001
4	Inventory Accuracy: People, Processes, & Technology	Piasecki	Ops. Pub	2003
5	Warehouse Management and Inventory Control	J P Saxena,	MGH	2005

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Professional in Distribution and Warehouse Management (CPDW)	American Institute of Distribution (AID).	N		American Institute of Distribution (AID).	

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	SAP EWM	SAP-INDIA	COMMERCIAL

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	HOME ASSIGNMENT AND TEXTBOOK	10	
In-Sem Summative	SEM IN EXAM I	20	40
	SEM IN EXAM II	20	
End-Sem Summative	END SEM EXAM	40	40
	Total		100

SUPPLY CHAIN ANALYTICS (SCA)

COURSE CODE	22MB62L7	MODE		LTPS	2-0-2-0	PRE-REQUISITE	OM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Demonstrate knowledge of the fundamentals of supply chain management.	3	PO1
CO2	Apply descriptive analytics techniques to identify patterns, trends, and relationships in supply chain data.	3	PO1
CO3	Apply data mining techniques, such as cluster analysis and market basket analysis, to identify valuable insights in supply chain data.	4	PO6
CO4	Apply optimization techniques for inventory & transportation optimization in the supply chain.	4	PO1,PO6

Syllabus

Module 1	Introduction to Analytics and Supply Chain Management:Introduction to analytics and its applications in supply chain management-Types of analytics: Descriptive, diagnostic, predictive, and prescriptive analytics-Fundamentals of supply chain management-Significance of supply chain analytics (SCA)-Components of SCA-Supply Chain Operations Reference (SCOR) Framework: Source, make, deliver, return, and plan
Module 2	Descriptive Analytics in Supply Chain: Supply chain mapping and visualization-Understanding and analyzing supply chain data-Techniques for descriptive analytics in supply chain management.
Module 3	Predictive Analytics in Supply Chain: Bullwhip effect and its impact on supply chain management-Time series methods for demand forecasting: Moving averages, exponential smoothing, autoregressive models-Analytical causal forecasting models: Linear, non-linear, and logistic regression models-Data mining techniques in supply chain analytics: Cluster analysis, market basket analysis
Module 4	Prescriptive Analytics in Supply Chain: Multi-criteria decision-making techniques, particularly AHP (Analytical Hierarchical Process), for supplier selection-Game theory for pricing decisions in supply chain management-Optimization techniques: Mixed-integer linear programming (MILP), inventory optimization using multi-echelon inventory theory-Transportation optimization using the traveling salesman problem-Network optimization using Excel Solver-Simulation techniques: Discrete event simulation using Arena and Monte Carlo simulation-Emerging technologies in supply chain analytics: Internet of Things (IoT), sensor data, artificial intelligence, machine learning, and block chain applications in supply chain management

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	"Supply Chain Management: Strategy, Planning, and Operation"	Sunil Chopra and Peter Meindl	Pearson Education	

2	"Supply Chain Management: A Logistics Perspective"	John J. Coyle, Edward J. Bardi, C. John Langley Jr., and Brian J. Gibson	Cengage Learning	
3	"Analytics in Operations and Supply Chain Management"	Nada R. Sanders	Publisher: Wiley	
4	"Data Mining for Business Analytics: Concepts, Techniques, and Applications in Python"	Galit Shmueli, Peter C. Bruce, and Peter Gedeck	Publisher: Wiley	
5	"Supply Chain Management: Strategy, Planning, and Operation"	Sunil Chopra and Peter Meindl	Publisher: Pearson Education	

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certificate in Supply Chain Analytics	EY	Yes	Online	EY	https://eyvirtualacademy.com/course-details/certificate-in-supply-chain-analytics

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Power Bi	Microsoft	Open source
2	Python	Python Software Foundation	Open source
3	SPSS	IBM	Commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	HOME ASSIGNMENT AND TEXTBOOK	10	
In-Sem Summative	SEM IN EXAM I	20	40
	SEM IN EXAM II	20	
End-Sem Summative	END SEM EXAM	40	40
	Total		100

INTERNATIONAL LOGISTICS MANAGEMENT (ILM)

COURSE CODE	22MB62L8	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	OM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Identifying the various components of International Logistics management	2	4
CO2	analyse the knowledge in designing suitable and modes of transportation in international trade	3	4
CO3	Analysing the need, importance, role of Containerization and Chartering in the present scenario	3	5
CO4	Evaluating the importance of Packaging and Packing in Logistics	6	5

Syllabus

Module 1	Overview Logistics: Definition, Evolution, Concept, Components, Importance, Objectives; Logistic Subsystem; The work of Logistics; Integrated Logistics; Barrier to Internal Integration, International Trade, Process, Importance; International Marketing Channel: Role of Clearing Agent,
Module 2	Modes of Transport, Choice and Issues for Each Mode, Transport Cost Characteristics .Basics of Transportation: Transportation Functionality and Principles; Multimodal Transport: Modal Characteristics; Modal Comparisons; Legal Classifications; International Air Transport; Air Cargo Tariff Structure;
Module 3	Freight: Definition, Rate; Freight Structure and Practice . Containerization and Chartering Containerization: Genesis, Concept, Classification, Benefits and Constraints; Inland Container Depot (ICD): Roles and Functions, CFS, Export Clearance at ICD; CONCOR; ICDs under CONCOR; C
Module 4	Chartering: Kinds of Charter, Charter Party, and Arbitration. Packaging and Packing: Labels, Functions of Packaging, Designs, Kinds of Packaging; Packing for Transportation and Marking: Types of Boxes, Container, Procedure, Cost, Types of Marking, Features of Marking

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Logistic Management and World Sea Borne Trade b	MultiahKrishnaveni, P	Himalaya Publication	

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified International Supply Chain Professional (CISCP)	International Purchasing and Supply Chain Management Institute (IPSCMI):	N	MCQ's	International Purchasing and Supply Chain Management Institute (IPSCMI):	https://www.ipscomi.org/certification

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	HOME ASSIGNMENT AND TEXTBOOK	10	
In-Sem Summative	SEM IN EXAM I	20	40
	SEM IN EXAM II	20	
End-Sem Summative	END SEM EXAM	40	40
	Total		100

PRODUCT AND BRAND MANAGEMENT (PBM)

COURSE CODE	22MB61M1	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	MARKETING MANAGEMENT
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the components of Product Management.	1	3
CO2	Design, implement and evaluate Product Iteration	2	4
CO3	Evaluate Branding Strategies, Brand Portfolio	6	5
CO4	Evaluate sources of “Brand equity” and Apply branding strategies in different sectors	6	5

Syllabus

Module 1	Introduction to Product Management, Product Management Process: Product Vision, Techniques for Creating the Product Vision, Designing MVP Prioritized backlog, UX Design Process: Sketching Wireframing / Mock-up / Prototyping; Iteration
Module 2	Product Matrix. Understanding the Brands; Brand Management Process; Brand Hierarchy; Brand personality, Brand image; Brand Identity, Brand positioning, Brand loyalty and Consumer loyalty,
Module 3	Brand Architecture, Brand leadership. Managing Brands; Brand creation; Brand extensions, Brand – product matrix; Brand portfolio & Multi Brand portfolio- , Brand Revitalization, Techno branding
Module 4	Ingredient Branding. Measuring Brand equity, Brand Assessment & Financial Aspects, Branding in different sectors: Branding in customer, industrial, retail and service sectors; Digital Branding & sustaining brand in long term.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Product Strategy, Mastering the Basics and dominating the competition,	Gary Metcalfe	PEARSON	2008
2	Mastering Disruption and Innovation in Product Management	ChristopherFuchs, Franziska J. Golenhofen	MGH	2018
3	Strategic brand Management, 4th ed.,	Kevin Lane Keller	PEARSON	2012
4	Brand Management, 2nd Edition	Harsh V, Verma	Excel Books, New Delhi.	
5	Brand Management	YL R Murthy	VIKAS PUBLICATIONS	2018

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Product Manager (CPM)	Association of International Product Marketing and Management (AIPMM):	N	MCQS	Association of International Product Marketing and Management (AIPMM):	https://www.aipmm.com/
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative			
	ALM	10	
	HM	10	20
In-Sem Summative			
	SEM IN1	20	
	SEM IN2	20	40
End-Sem Summative	END SEM	40	40

Promotion and Distribution Management (PDM)

COURSE CODE	22MB61M2	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	MKM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	To study logistics supply chain networks and strategies.	1	1
CO2	To understanding of logistics operating areas and their interrelationship	1	2
CO3	To Understand the importance and implications of a customer-focused logistics strategy.	2,3	2
CO4	Develop an in-depth understanding of logistics operating areas and their interrelationships	2,3	3

Syllabus

Module 1	Marketing Communications: The nature of marketing communications - The integration of marketing communication - Integrated marketing communication planning process
Module 2	Model of marketing communications decision process - Establishing objectives and budgeting for the promotional programme. Personal Selling: Role of personal selling in IMC programme. Integration of personal selling with other promotional tools - Personal selling process and approaches - Evaluating, motivating and controlling sales force effort
Module 3	Distribution Management: Role and functions of channels of distribution- Distribution Systems. Distribution cost, control and customer service.Channel design, and selection of channels, selecting suitable channel partners.
Module 4	Motivation and control of channel members- conflict resolution – rising costs& need for control – complexities of physical distribution. Transport organization: Functions – structure – hierarchy – Transport & Logistics organizations Suggested Readings

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Advertising	S.A. Chunnawalla, K.C.Sethia	HPH	2010
2	Advertising & Sales Promotion	SHH Kazmi&SatishBatra	Excel Publishers	2009
3	Sales & Distribution Management	Krishna K. Havaladar and Vasant M. Cavale	Tata McGraw Hills.	2009
4	Sales & Distribution Management	Dr. S. Gupta	Excel Books, 2nd Ed	2010
5	Sales & Distribution Management	Panda &Sahadev	Oxford University Press	2010

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Professional Certified Marketer (PCM):	American Marketing Association (AMA)	Y	Online		
2	Digital Marketing Certifications	Google, HubSpot, and Digital Marketing Institute	Y	Objective		

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Digital Marketing Tools		
2	Social Media Marketing		

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	
	Home Assignment	10	20
In-Sem Summative	Sem In 1	20	
	Sem In 2	20	40
End-Sem Summative	End Sem	40	40

Global Marketing Management (GMM)

COURSE CODE	22MB61M3	MODE	Regular	LTPS	3-0-0	PRE-REQUISITE	MKM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the concepts relating to the global market.	2	1
CO2	Learning and applying marketing strategies for global markets	3	3
CO3	Understand and Apply global marketing decisions.,	3	4
CO4	Infer various management concepts for betterment of global marketing	3	5

Syllabus

Module 1	Introduction to Globalization: Scope and Objectives – Major Decisions in Global Business - Environmental Factors Effecting global Business; Economic Environment – Cultural Environment – Political Environment – Legal Environment – Regional Integration and Global Trade Protectionism.
Module 2	The Perspective of Global Markets: Global Marketing Research and Information – Information Requirements of Global Markets – Organization for Global Market Research – Global Marketing Information System - Segmenting the Global Market – Segmentation Basis and Process – Global Markets and Criteria for Grouping Countries.
Module 3	Global Marketing Decisions: Product Policy and Planning – Global Pricing Strategies– Global Channels of Distribution. Global Advertising – Multinational Sales Management and Foreign Sales Promotion – Export Procedure & Documentation – Special Economic Zones.
Module 4	Planning and Control of Global Marketing Operations: Organization and Control in global Marketing – Marketing Planning and Strategy for Global Business.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	GlobalMarketing Management,	Keifer Lee, Steve Carter	Oxford University Press.	
2	Global Marketing Management	WareenJ.Keegan		
3	International Marketing, ,	Gillispe,	Cengage	
4	Global Marketing Strategies,	ND Jean-Pierre Jenet & H. David Hennessey	Wiley India, Delhi	
5				

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Form at of the Exam	Exam Provider	URL of the Certification
1	Certified Global Marketer (CGM):	American Marketing Association (AMA),	N	MCQ S	American Marketing Association (AMA),	https://myama.my.site.com/s/global-search/Certified%20Global%20Marketer
2	International Marketing Certification (IMC)	International Institute of Marketing Professionals (IIMP)	N	MCQ S	International Institute of Marketing Professionals (IIMP)	https://imcbusiness.com/awards-and-certificate

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Not applicable		
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative			
	Operational workout (ALM)	10	20
	Home Assignment and text book	10	
In-Sem Summative			
	Test-1 and 2	50	40
		50	
End-Sem Summative	End sem	100	40

Advertisement and Sales Promotion (ASP)

COURSE CODE	22MB61M4	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	MKM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the basic concepts of Advertising and analyze the strengths, weaknesses, opportunities and threats (SWOT) of different kinds of advertising media	3	1,4
CO2	Analyze the design and execution of advertising campaigns	4	4
CO3	Develop the basic components of sales promotion and apply the sales promotion campaign related decisions	3	1,4
CO4	Analyze the emerging trends in sales promotion techniques	4	4

Syllabus

Module 1	Introduction to Advertisement – Concept and role of advertising, Types of advertising– Social, Ethical and Legal Implications of advertisements – setting advertisement objectives – Advertising Approaches- DAGMAR, AIDA- Ad. Agencies – Selection and remuneration.
Module 2	Advertisement campaigns –Advertisement Media - Media plan – Type and choice criteria – Reach and frequency of advertisements – Cost of advertisements - related to sales – Media strategy and scheduling. Advertising Appropriation- Factors influencing Advertising Budget- Methods of Advertising Budgeting Design and Execution of Advertisements -
Module 3	Message development – Different types of advertisements – Layout – Design appeal – Copy structure – Advertisement production – Print – Radio. T.V. and Web advertisements – The Internet as an Advertising Medium: Tracking Website visits, page views, hits, and click-stream analysis, permission marketing and privacy, ethical concerns- Bait & Switch Advertising- Surrogate Advertising – Measuring impact of advertisements.
Module 4	Introduction to Sales promotion - Scope and role of sale promotion – Definition – Objectives of sales promotion - sales promotion tools & techniques – Trade oriented, consumer oriented and Sales force oriented– Financial Incentives, Product based offers, other consumer promotions.
Module 5	Sales Promotion Campaign - Sales promotion – Requirement identification – Designing of sales promotion campaign – Involvement of salesmen and dealers – Out sourcing sales promotion – Sales Promotion Budget - Evaluating Sales promotion– Relationship between Sales promotion and advertising - Integrated promotion – Coordination within the various promotion techniques – Online sales promotions

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Advertising and Sales promotion	Ken Kaser	Cengage Learning	2012
2	Advertising and Sales Promotion	S.H.H Kazmi, Satish K Batra	Excel Books India	2009
3	Advertising and Promotion	E.Betch and Michael	McGraw Hill	2003
4	Advertising & Promotion	George E Belch and Michel A Belch	McGraw Hill, Singapore	1998
5	Sales promotion	Tony Yeshin	Cengage Learning	2006

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Fundamentals of Social Media Advertising	Course era	Y	Multiple-Choice Exam	Meta	https://www.coursera.org/learn/social-media-advertising-fundamentals
2	Advertising & Sales Promotions	Udemy	Y	Multiple-Choice Exam	Certified Training Professional	https://www.udemy.com/course/advertising-and-sales-promotion/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	
	Home Assignment and Textbook	10	20
In-Sem Summative	Semester in Exam-II	20	
	Semester in Exam-I	20	40
End-Sem Summative	End Semester Exam	40	40

Consumer Behaviour ><(CB)>

COURSE CODE	22MB61M5	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	MKM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand concepts used in the study of consumer behavior.	2	4
CO2	Apply the knowledge of consumer behavior concepts to analyze changing consumer profiles and factors influencing consumer purchase decision	3	4
CO3	Apply the knowledge of consumer behaviour to analyse the changing consumer perceptions, attitudes, values and lifestyles and overall behaviour	3	5
CO4	Analyse better marketing and strategies basing on the knowledge of consumer behavior.	4	5

Syllabus

Module 1	Introduction to Consumer Behavior: Introduction – Need for understanding Consumer Behavior – Customer Value, Satisfaction and Retention – Nature and Characteristics of Indian Consumer – Changing Patterns of Indian Consumer Behavior – Factors Influencing Consumer Behavior.
Module 2	Basic Model of Consumer Decision Making Process - Problem Recognition – Search for Information and Evaluation – Purchase Decision – Post Purchase Behavior. Consumers in their Social and Cultural settings: Culture – Sub-Culture – Family buying decision – Family Life Cycle – Roles of Family members – Social Class – Life Style Profiles– Reference Groups.
Module 3	The Consumer as an Individual: Consumer Motivation – Personality and Consumer Behavior – Consumer Perception – Learning – Consumer attitude formation and Change – Communication and Consumer Behavior.
Module 4	Consumer Co-Creation – Online Consumer Behavior Models of Consumer Behavior – Nicosia Model, Howard and Sheth Model, Engel – Kollat – Blackwell Model, Sheth-Newman- Gross Model.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Consumer Behavior	Leon G Schiffman, Kanuk and S Ramesh Kumar	Pearson	2017
2	Consumer Behavior; Concepts and Applications	Loudon and Bitta	TMH	2017
3	Consumer Behavior: Insights from Indian Market	Ramanuj Majundar	PHI	2021

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1						
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	
	Home Assignment	10	
			20
In-Sem Summative	Sem in I	20	
	Sem in II	20	
			40
End-Sem Summative	End Sem Examination	40	
			40

Digital Marketing ><(DM)>

COURSE CODE	22MB61M6	MODE	R	LTPS	3-0-0-0	PRE-REQUISITE	MKM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Outline the key concepts of digital marketing.	2	1
CO2	Apply SEO to a website.	3	6
CO3	Use the key PPC concepts to draw visitors to a business's websites	3	6
CO4	Use Campaign Management to manage the marketing concepts	3	1

Syllabus

Module 1	Key Concepts of Digital Marketing: Fundamental, Need, Scope of Digital marketing, Traditional v. Digital Marketing, the Opportunity of Digital Marketing, Characteristics of Digital Marketing, Implications of Digital Marketing, Market Research v. Market Reality. Principles and Drivers of New Marketing Environment,
Module 2	Online Marketing Environment - Dotcom Evolution, Key SEO Concepts: Keyword Research & Selection, Search Results & Positioning, Content Updates & Layout, Benefits of Search Position, Meta Tags, Stakeholders in Search, SEO Site Map, Mechanics of Search, SEO Webmaster Tools, On-Page Optimization, Off-Page Optimization.
Module 3	he SEO Process: Inbound Links & Link Building, Customer Insights, Ranking, Analysis & Review, Laws & Guidelines; Key PPC Concepts: Budgets, Strengths of Pay per click, Scheduling, Keyword Research, Display Networks Google PPC, Ad Centre, Research Tools.
Module 4	Campaign Management: Search Campaign Process, Conversion Tracking, Keyword Selection, Conversion Metrics: CPA, CTR, Ad Copy, Bidding, Landing Pages, Analytics, Targeting, Laws & Guidelines.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Getting Digital Marketing Right: A Simplified Process for Business Growth, Goal Attainment, and Powerful Marketing	David J. Bradley	Kindle edition	
2	Social Media Marketing	Michael Solomon and Tracy Tuten,	Pearson	Aug 2013,
3	Social Media Marketing Successfully for Beginners: Create Successful Campaigns, Gain More Fans, And Boost Sales.	F.R. Media		

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Microsoft Advertising Certifications	Microsoft Advertising offers certifications	N	MCQs	Microsoft Advertising offers certifications	https://learninglab.about.ads.microsoft.com/
2	Professional diploma in digital marketing	Digital Marketing Institute	N	MCQS	Digital Marketing Institute	https://digitalmarketinginstitute.com/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	NA		
2	NA		

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative			
	Operational workout	10	20
	Home assignment and text book	10	
In-Sem Summative	Sem in I	20	
	Sem in II	20	40
End-Sem Summative	End sem exam	40	40

Services Marketing (SM)

COURSE CODE	22MB62M7	MODE		LTPS	3-0-0-0	PRE-REQUISITE	MKM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Implement the best practices of the Services Marketing	3	1
CO2	Implement the best practices of the Services Marketing corporate world	3	5
CO3	Analyze, interpret and solve problems in service Recovery	4	5
CO4	Evaluating Performance of services marketing strategies onlifelong learning and professional development	5	5

Syllabus

Module 1	Nature and Characteristics of Services; Role of Services in Indian Economy, Marketing Challenges; Services and Technology; Gaps model of service Quality; Service Quality Dimensions; Consumer behaviour in services- Consumer Service Expectations, Service Encounters.
Module 2	Relationship Marketing; Customer Profitability Segments; Relationship Challenges and Relationship Development Strategies. Employees' Role in Service Delivery; Customers' role in service delivery. Service Recovery – Customer responses to service failures, Customer Recovery Expectations, Service Recovery Strategies; Service Guarantees. Service Blue printing.
Module 3	Physical Evidence – Services cape effects on behavior; Physical Evidence Strategy.Pricing - related to four value definitions; Delivering service through Electronic channels; Managing Supply and Demand
Module 4	Service communication challenges.Case Studies: HP Gas; Palace on Wheels; AXIS Bank; Book My Show; India for Medical Tourism; MTNL; Ferns&Petals.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Services Marketing	Valarie A. Zeithaml	Tata McGraw Hill	2020.
2	"Services Marketing: People, Technology, Strategy"	Christopher H. Lovelock	Tata McGraw Hill	2018.
3	Managing Services: Marketing Operations and Human Resources, Englewood Cliffs,	Lovelock Christopher H.	New Jersey, Prentice Hall Inc	2012
4	Marketing of Services,	Hoff Man and Bateson	Cengage learning Ltd, New Delhi	2016
5	Service Management: operation, Strategy, Information, Technology, 5th Edition	James A Fitzmmons & Mona J Fitzmmons	TMH, New Delhi	2020

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Service Marketing Professional (CSMP)	Service Marketing Institute	Y	Objective	SMI	
2	Professional Certified Marketer (PCM) - Service Marketing	American Marketing Association (AMA)	Y	Objective	AMA	American Marketing Association's website at www.ama.org .

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Google Analytics	Service Industry	Open Source
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	
	Home Assignment	10	20
In-Sem Summative	Sem In 1	20	
	Sem In 2	20	40
End-Sem Summative	End Sem	40	40

CUSTOMER RELATIONSHIP MANAGEMENT (CRM)

COURSE CODE	22MB62M8	MODE	R	LTPS	3-0-0-0	PRE-REQUISITE	MKM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Explain the context and evolution of customer relationship management & Apply the conceptual framework of CRM to real-world scenarios.	3	1
CO2	Analyze customer behavior from individual and group perspectives in a relationship context.	3	4
CO3	Develop strategies for customer acquisition and retention to build long-term relationships.	3	4
CO4	Measure the profitability of CRM implementation and assess its impact on business outcomes	4	5

Syllabus

Module 1	Introduction to Customer Relationship Management: Definitions and Concepts of Customer Relationship Management-Context of Relationship Management-Evolution of CRM and its relevance in the digital era-Benefits of Customer Relationships-IDIC Framework (Identification, Differentiation, Interaction, Customization)-Customer Bonds and Ladder of Loyalty-CRM Framework-Models of CRM
Module 2	Customer-Centricity and Customer Profiling: Customer Centricity in CRM-Customer Touchpoints-CRM Tools and Technologies-Operational CRM-Analytical CRM-Collaborative CRM-Customer Profiling and Segmentation Techniques-Customer Perception and Expectations Analysis-Customer Lifetime Value-Markov Analysis-Activity-Based Costing for CRM-Customer Equity-Customer Experience Management-Customer Interaction Cycle-CRM Structures
Module 3	Strategies and Technologies in CRM: Strategies for Customer Acquisition-Customer Defection and Churn Management-Data Analysis in CRM-Market Basket Analysis (MBA)-Clickstream Analysis-Personalization and Collaborative Filtering-Sales Force Automation-Call Center Management-Social Media and Online Community Engagement-Measuring Profitability in CRM
Module 4	Implementation and Integration of CRM: CRM Implementation Process-CRM Software Platforms and Functionalities-Customer Databases and Data Management-Data Warehousing and Data Mining-CRM Integration with Other Business Systems (e.g., sales, marketing)-Emerging Technologies Impacting CRM (e.g., artificial intelligence, chatbots)-Personalization and Customization in CRM-Operational Issues in Implementing CRM-Privacy and Data Protection Considerations-Case Studies: Adoption of CRM in Services (Health, Banking, Insurance)

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Customer Relationship Management: Concepts and Technologies"	Francis Buttle	Routledge.	
2	"Customer Relationship Management: A Strategic Perspective"	Jochen Wirtz and Patricia Chew	World Scientific Publishing Co	

3	"CRM at the Speed of Light: Capturing and Keeping Customers in Internet Real Time"	Paul Greenberg	McGraw-Hill Education.	
4	"The CRM Handbook: A Business Guide to Customer Relationship Management"	Jill Dyche	Addison-Wesley Professional	

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Salesforce	Salesforce's CRM	Yes	Online		https://www.salesforce.com/in/campaign/certification/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Salesforce CRM	Salesforce	Commercial
2	Zoho CRM	Zoho	Commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	HOME ASSIGNMENT AND TEXTBOOK	10	
In-Sem Summative	SEM IN EXAM I	20	40
	SEM IN EXAM II	20	
End-Sem Summative	END SEM EXAM	40	40
	Total		100

Rural and Agricultural Marketing><(RAM)>

COURSE CODE	22MB62M9	MODE	Regular	LTPS	3-0-0	PRE-REQUISITE	MKM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Explore the various facets of rural marketing, understand rural markets' potential, and develop an insight into rural marketing practices.	2	1
CO2	Understand the challenges and opportunities in the field of rural marketing , the environment for budding managers, and also expose the consumer behaviour	2	2
CO3	Developing Marketing Strategies for Rural and Agricultural Products	4	5
CO4	Analysing Agricultural Product Promotion and Communication	4	5

Syllabus

Module 1	Introduction to Rural Market, Definition & Scope of Rural Marketing. Rural Market in India- Size & Scope, Rural development as a core area, Efforts put for Rural development by the government (A Brief Overview). Emerging Profile of Rural Markets in India, Problems of rural market. Constraints in Rural Marketing and Strategies to overcome constraints
Module 2	Rural Consumer Vs Urban Consumers – comparison. Characteristics of Rural Consumers.Rural Market Environment: a) Demographics – Population, Occupation Pattern, Literacy Level; b) Economic Factors – Income Generation, Expenditure Pattern, Rural Demand, and Consumption Pattern, Rural Market Index; Land Use Pattern, Consumer Behaviour: meaning, Factors affecting Rural Consumer Behaviour-Social factors, Cultural factors, Technological factors.
Module 3	Relevance of Marketing mix for Rural market/Consumers. Product Strategies, Rural Product Categories – FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labelling. Agricultural Marketing – Concept --- Nature and Types of Agriculture produce --- Concept and types of Agricultural Markets --- Marketing channels --- Methods of Sales --- Market functions. Distribution Strategies for Rural Consumers: Channels of Distribution- HAATS, Mandis, Public Distribution System, Co-operative Society, Distribution Models of FMCG, Companies HUL, ITC, etc. Distribution networks, Ideal distribution model for rural markets.
Module 4	Communication Strategy - Developing Effective Communication, Determining Communication Objectives, Designing the Message, and Selecting the Communication Channels. Creating Advertisements for Rural Audiences. Rural Media-Mass media, Non-Conventional Media, Personalized media; Challenges in Rural Communication.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Rural Marketing	Badi &Badi :	Himalaya	2017
2	Agriculture problems in India	Mamoria, C.B. & Badri Vishal	Kitab mahal	2013
3	Integrated Rural Development	Arora, R.C.		
4	Rural Marketing Text & Cases,	Krishnamacharyulu C.S.G. & Ramakrishnan Lalitha	Pearson Education	(2011),

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1						
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	NA		
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative			
	Operational workout	10	
	Home assignment and textbook	10	20
In-Sem Summative	Sem in Exam I	20	
	Sem in Exam II	20	40
End-Sem Summative			
	End sem exam	40	40
			100

i. EVENT AND ENTERTAINMENT MANAGEMENT (EEM)

COURSE CODE	22MB62M10	MODE	R	LTPS	3-0-0-0	PRE-REQUISITE	MKM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the concept & significance of event tourism and event management	3	1
CO2	Analyse the various dimensions of event and entertainment services & their impact	4	1,2
CO3	Comprehend the linkages of event tourism industry.	4	2,4
CO4	Apply appropriate strategy for the marketing of event and entertainment services to core levels of customer satisfaction.	3	4

Syllabus

Module 1	Planning, Concept, Nature and Practices in Event Management: Organizing and planning events, Customer relationship management, Starting and managing events business, Event coordination.
Module 2	Site Management, Selection, Planning and Development, Infrastructure management, Management of logistics, Crowd Management
Module 3	Event Hospitality and Sponsorship, Attendee care and comfort, Control, Participants, Management, Risk Preparedness, Legal Aspects of Event Management
Module 4	Financial Management: Raising Funds, Investment, Fund Flow Management and Working Capital Decisions. Pricing strategies. Human resources planning for event: man power planning – job analysis in event operation – recruitment sources, methods – skills testing and selection of people for specific event.
Module 5	Event Promotion: Trends and Challenges – Marketing Communication: image, Branding, advertisement, Publicity, Public Relations – The five „W“s of Event Marketing – Marketing equipments and tools.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Human Resource Management for events: managing the event workforce (Events Management)	Lynn van Der Wagen,	Butterworth – Heinemann publication	2006
2	(EDS) tourism distribution channels: Practices, issues and transformation	BUHALIS & e. Laws	London: continuum.	2001
3	Congress, convention & exhibition facilities: Planning, Design & Management	Lawson, F	Oxford: Architectural press.	2000

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Events management	Courseera	Y	MCQs	Autodesk Certified Professional: AutoCAD for Design and Drafting Exam Prep	https://www.coursera.org/courses?query=event%20management
2	Event management	Udemy	Y	MCQs	ServiceNow CIS - Service Provider Practice Exams	https://www.udemy.com/course/event-management-v/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	10
	Home Assignment and Textbook	10	10
In-Sem Summative	Semester in Exam-II	20	50
	Semester in Exam-I	20	50
End-Sem Summative	End Semester Exam	40	100

Sales and Promotion Management ><(SPM)>

COURSE CODE	22MB62M11	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	MM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand basic concepts of sales management	2	1
CO2	Apply the management of personnel in selling field and develop ability control sales related activities.	3	4
CO3	Apply the basic components of sales promotion to promotion campaign related decisions	3	4
CO4	Analyze the techniques of sales promotion	4	2

Syllabus

Module 1	Introduction: Nature and importance of sales management – Sales Manager duties and Responsibilities – Managing the sales force – Steps in designing and managing a sales force – Sales Management and formulation of sales strategies: Different sales strategies.
Module 2	Selling process – Methods of selling – objectives and functions of personal selling – theories of personal selling – Changing face of personal selling - Internet as an emerging selling technique. Planning and promotion of sales force: Preparing sales job description and specifications – Sales force motivation and performance appraisal- Sales forecasting -Methods of sales forecasting – Sales Quotas – Territory Management – Factors affecting sales budget – Sales Audit – Budget control – Market share analysis.
Module 3	Sales Promotion Management: Objectives – Factors affecting sales promotion – Tools of Sales promotion – Sales Promotion design issues – Guidelines to planning sales promotion – Testing the sales promotion – consumer price perception – perceived risk and attitude – objectives and types of sales displays – Encouraging repeat purchase.
Module 4	Types and Techniques of sales promotion – Price deals – Refunds and Rebates – coupons – sales contests and sweepstakes – Premium – in pack on pack container – Free in mail promotions – Rate of discount terms and conditions.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Sales Management Decisions	Richard R. Still, Edward W. Cundiff, and Norman A.P. Govoni	Prentice Hall of India Ltd	
2	Advertising and Sales promotion	Ken Kaser	Cengage Learning	
3	Sales and Distribution Management, Text and Cases	Krishna K Havaldar, Vasanth M Kavale	Tata McGraw Hill Publishing Company	
4	Advertising & Promotion	George E Belch and Michel A Belch	McGraw Hill	

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	SAP-SD		Yes	Online-MCQ	SAP	
2	Professional Certified Marketer (PCM)	American Marketing Association (AMA)	Yes	Online	Professional Certified Marketer (PCM)	

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	SAP-SD	SAP	Commercial
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment	10	
In-Sem Summative	Sem in I	20	
	Sem in II	20	
End-Sem Summative	End Sem Examination	40	
			40

Logistics and Supply Chain Management <(LSCM)>

COURSE CODE	22MB62M12	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	MKM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	The Student gains knowledge on key concepts applied in logistics and supply chain management.	2	1
CO2	Students will be able to understand the importance of all the supply chain related activities and understand certain concepts such as inbound and outbound logistics, offshore and inshore logistics.	2	1
CO3	The students can develop analytical skills and critical understanding for planning, designing the operational facilities of supply chain.	4	3
CO4	The students are equipped with effective analytical capabilities in understanding the conceptual framework of real business situations around the world.	4	6

Syllabus

Module 1	Introduction - Understanding Logistics and its Role in the Supply Chain, functions of logistics, Understanding the Supply Chain, Supply Chain Drivers and Metrics, Framework for structuring drivers – Facilities, Inventory, Transportation, Information, Sourcing and Pricing, Challenges in maintaining a supply chain in India,
Module 2	Value Chain Concept, Supply Chain Issues: Managing Predictable Variability (Fisher Framework), Developing Supply Chain Strategy (Hau Lee Framework). Managing Material Flow in Supply Chain – Inventory Management, Management practices: Classification; Bullwhip effect in the supply chain;
Module 3	Warehousing: Economic Benefits, Strategic Benefits, Warehouse Operations: Inbound and Outbound Processes, Handling, Storage; Warehouse Decisions: Site Selection, Design, layout and Sizing. Transportation: Introduction, Evaluation of transport system, Transport infrastructure, Freight Management, Containerization; Cold Supply Chain; Deciding the Network; Transportation Networks, Route Planning; Demand Forecasting: Introduction to Forecasting.
Module 4	Current Trends – Supply Chain Integration – Building Partnership and trust in Supply chain value of information, IT in supply Chain – Agile Supply Chains – Reverse Supply Chain, Agro Supply Chains, and Green Supply Chain Management.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Supply Chain Management – Text and Cases	Janat Shah	Pearson Education, 5 th edition	2012
2	Sunil Chopra and Peter Meindl	Supply Chain Management-Strategy Planning and Operation	PHI Learning / Pearson Education, 5 th edition.	2012
3	Business Logistics and Supply Chain Management	Ballou Ronald H	Pearson Education, 5 th edition	2013
4	Designing and Managing the Supply Chain: Concepts, Strategies, and Cases, ,	David Simchi-Levi, Philip Kaminsky, Edith Simchi-Levi	Tata McGraw-Hill, 3 rd edition	2007
5	Supply Chain Management-Concept and Cases	Altekar Rahul V	PHI, 3 rd edition	2005
6	Modeling the Supply Chain,	Shapiro Jeremy F	Thomson Learning	2013

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Supply Chain Professional (CSCP)	Association for Supply Chain Management	Y	ONLINE-MCQS	Association for Supply Chain Management	https://www.apics.org/credentials-education/credentials/cscp

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	HOME ASSIGNMENT AND TEXTBOOK	10	
In-Sem Summative	SEM IN EXAM I	20	40
	SEM IN EXAM II	20	
End-Sem Summative	END SEM EXAM	40	40
	Total		100

Wealth Management (WM)

COURSE CODE	22MB61F1	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	Financial Management
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand an overview of various aspects related to wealth management	2	2
CO2	Explore the relevance and importance of insurance in wealth management	2	2
CO3	Acquaint the learners with issues related to taxation in wealth management	3	3
CO4	Understand various components of retirement planning	4	7

Syllabus

Module 1	Personal Financial planning-INTRODUCTION TO PERSONAL FINANCIAL PLANNING concept of Financial Planning- need for financial planning-Scope of financial planning Concept of asset, liabilities and net worth- Financial Planning process- Financial advisory and execution. Time value of Money
Module 2	Evaluating the financial position of clients- Importance of cash flow management in personal finance- Preparing Household Budget- Cash inflows and outflows- Budgeting and forecasting- Monitoring budgets and provision for savings-. Creating a personal Balance Sheet and net-worth - Creating a budget and savings plan- Contingency Planning - Evaluation of financial position of clients
Module 3	Debt Management and Loans- Role and impact of debt in cash flow management- Leverage and Debt Counselling- Calculate the debt servicing requirements- Responsible Borrowing- Secured and Unsecured loans - Terms related to loans- Types of borrowing- Understand loan calculations- Loan restructuring - Repayment schedules with varying interest rates- Criteria to evaluate loans- Opting for change in EMI or change in tenure for interest rate changes- Invest the money or pay off outstanding loan- Strategies to reduce debt faster
Module 4	Importance of ethical conduct of business-Ethical issues for an Investment Adviser Ethical Dilemma-Fiduciary responsibility of Investment Advisers- Do's and Don'ts for investors issued by SEBI- Learn about addressing annual audit observations- Global Best Practices. Grievance Redress System of an Investment Adviser- Grievance Redress System in Capital Market

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	"The Little Book of Common Sense Investing"	John C. Bogle	Wiley & Sons	2007
2	"The Four Pillars of Investing"	William J. Bernstein	McGraw-Hill Education	2002
3	Personal Finance for Dummies	Eric Tyson	Dummies (Wiley)	2021
4	Investment Management: Security Analysis and Portfolio Management	Bhalla. V.K.	Sultan Chand	2010
5	Security Analysis and Portfolio Management	Punithavathy Pandian	Vikas Publishing House	2013

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Investment Adviser (Level 1) Certification Examination	NISM-Series-X-A:	Y	MCQs	NISM	Investment Adviser (Level 1) Certification Examination NISM

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Excel	Excel	Open source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment & Text Book	10	
In-Sem Summative	In Sem I	20	40
	In Sem II	20	
End-Sem Summative	Sem End Exam	40	40
	Total		100

Financial Markets and Services (FMS)

COURSE CODE	22MB61F2	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	FM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the Indian financial system.	2	6
CO2	Demonstrate various financial services.	3	5
CO3	Analyze the impact that Venture capital and changes in regulations have had on the structure of the financial firms/industry.	4	2
CO4	Analyze the role and function of the mutual fund industry.	4	6

Syllabus

Module 1	Structure of Financial System: Role of Financial System in Economic Development – Financial Markets and Financial Instruments – Capital Markets – Money Markets – Primary Market Operations – Role of SEBI – Secondary Market Operations – Regulation – Functions of Stock Exchanges – Listing – Formalities – Financial Services Sector Problems and Reforms.
Module 2	Financial Services: Concept, Nature and Scope of Financial Services – Regulatory Framework of Financial Services – Growth of Financial Services in India – Merchant Banking – Meaning-Types – Responsibilities of Merchant Bankers – Role of Merchant Bankers in Issue Management – Regulation of Merchant Banking in India.
Module 3	Venture Capital: Growth of Venture Capital in India – Private Placements - Alternative Investment funds - Financing Pattern under Venture Capital, Leasing – types of Leases – Evaluation of Leasing Option Vs. Borrowing, Credit Rating – Meaning & Functions, Insurance Services, – Factoring – Forfaiting -.Discounting.
Module 4	Mutual Fund: Working of Public and Private Mutual Funds in India, Debt Securitisation – Concept and Application – De-mat Services - need and Operations- role of NSDL and CSDL. Rural & Micro financial Services: Introduction, Objectives, as a development tool, evolution of rural and micro financial services, delivery methodology, legal framework, micro finance models and impact of MF.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	“Financial Services”, , 7 th edition	M Y Khan	McGraw Hill	2019
2	Financial Institutions & Markets – Structure, Growth & Innovations	Bhole. L.M. and JitendraMahakud	McGraw Hill	2017
3	Indian Financial System and Development	Vasanth Desai	Himalaya Publishing House	2017
4	Financial Markets & Institutions	Anthony Saunders & Marcia Millon Cornett	McGraw Hill	2010
5	Financial Markets, Institutions, and Financial Services	Clifford Gomez	PHI	2013

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	NISM-Series-V-A: Mutual Fund Distributors Certification Examination	NISM	Y	ONLINE	NISM	https://www.nism.ac.in/mutual-fund-distributors/
2	NISM-Series-XV: Research Analyst Certification Examination	NISM	Y	ONLINE	NISM	https://www.nism.ac.in/research-analyst-certification-examination/

Tools used in Practical / Skill: NIL

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment & Text Book	10	
In-Sem Summative	In Sem I	20	40
	In Sem II	20	
End-Sem Summative	Sem End Exam	40	40
	Total		100

Security Analysis and Portfolio Management (SAPM)

COURSE CODE	22MB61F3	MODE	Regular	LTPS	2-1-0-0	PRE-REQUISITE	Financial Management
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Explore different avenues of investment.	2	2
CO2	Understand techniques of pricing securities	2	2
CO3	Apply the concept of portfolio and building of portfolios for investment.	3	3
CO4	Analyse the Performance of Portfolios	4	7

Syllabus

Module 1	Investment: Meaning and Nature of Investment- Objectives and Process of Investment- Investment Environment-Securities trading - types of orders, margin trading, clearing and settlement procedures. Regulatory systems for equity markets. Risk and Return: Concepts of risk and return, measuring risk and returns, mean - variance approach, business risk and financial risk and treatment in portfolio management.
Module 2	Bond Analysis: Bond Pricing Theorems, Convexity, duration, bond immunization, active bond management and passive bond management. Fundamental and Technical Analysis: Economy analysis- Industry analysis- Company analysis. Technical Analysis- Dow Theory-Elliot Wave theory- Moving Averages- Breadth of Market Momentum- Market Indicators-Technical vs Fundamental Analysis- Efficient Market Hypothesis (EMH)
Module 3	Portfolio Management and Portfolio analysis: Meaning of Portfolio Management- Phases of Portfolio Management-Evolution of Portfolio Management-Role of Portfolio Manager. portfolio analysis- Risk and Return of Portfolio-diversification- Markowitz portfolio theory and Sharpe single index model, Portfolio selection Capital market theory: Introduction of risk-free asset, Capital Market Line (CML), Security Market line (SML). Capital asset pricing model (CAPM): over-pricing and under-pricing securities. Arbitrage pricing theory (APT): The Law of one price.
Module 4	Portfolio Revision- Need for Revision-Meaning of portfolio Revision-Portfolio Revision strategies, Portfolio Evaluation:- Measuring portfolio Return -Risk Adjusted Returns-Differential Return- - Sharpe's, Treynor's and Jensen's Measure for Portfolios Performance- FAMA's Decomposition

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Investment Management: Security Analysis and Portfolio Management	Bhalla. V.K.	Sultan Chand	2010
2	Analysis of Investments and Management of Portfolios	Reilly, Brown	Cengage Learning	2013
3	Investment Analysis and Portfolio Management	Prasanna Chandra	TMH	2013
4	Investment Management	Peter L. Bernstein and AswathDamodaran	Wiley Frontiers in Finance	2016
5	Security Analysis and Portfolio Management	Punithavathy Pandian	Vikas Publishing House	2013

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Research Analyst Certification Examination	NISM-Series-XV	Y	MCQs	NISM	Research Analyst Certification Examination NISM
2	Portfolio Managers Certification Examination	NISM-Series-XXI-B	Y	MCQs	NISM	Curriculum-NISM-Series-XXI-B: Portfolio Managers Certification Examination - National Institute of Securities Markets (NISM)

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Excel	Excel	Open source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment & Text Book	10	
In-Sem Summative	In Sem I	20	40
	In Sem II	20	
End-Sem Summative	Sem End Exam	40	40
	Total		100

Behavioural Finance (BF)

COURSE CODE	22MB61F4	MODE	Offline	LTPS	3-0-0-0	PRE-REQUISITE	Financial Management
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	To Examine how the insights of behavioural finance theories shed light on the behaviour of individual investors	2	2
CO2	To examine finance professionals in investment decision-making and corporate financial decision-making.	2	2
CO3	To explore the possibility to improve investment performance and corporate performance by recognizing the cognitive biases and applying appropriate 'debasing' techniques.	3	3
CO4	To investigate the implications of behavioral finance for the construction of good corporate governance mechanism	4	4

Syllabus

Module 1	Information Perception and Intertemporal Choice: Cognitive information perception, peculiarities (biases) of quantitative and numerical information perception, Weber law, subjective probability, overconfidence, representativeness, anchoring, asymmetric perception of gains and losses, framing and other behavioral effects.
Module 2	Investment Decision Cycle: Judgment under Uncertainty, Utility/ Preference Functions: Expected Utility Theory [EUT], Brief History of Rational Thought: Pascal-Fermat to Friedman-Savage Paradoxes (Allais and Others) Prospect Theory, Human Preferences and Market efficiency: Decision-making under risk and uncertainty, Expected utility theory, Prospect theory, Barnewall Two-Way Model, Bailard, Biehl, and Kaiser Five-Way Model, Allais and Elsbereg's paradoxes, rationality from an economics and evolutionary perspective, different ways to define rationality: dependence on time horizon, individual or group rationality, examples from experimental economics:
Module 3	ultimatum and public goods games, experiments in isolated societies, bounded rationality, investor rationality and market efficiency. Behavioral Factors and Financial Markets: Fundamental information and financial markets, market predictability, the concept of limits of arbitrage, Asset management and behavioural factors, active portfolio management: return statistics and sources of systematic underperformance, technical analysis and behavioural factors. Weather, emotions, and financial markets
Module 4	sunshine, geomagnetic activity, Mechanisms of the external factor influence on risk perception and attitudes, Connection to human psychophysiology and emotional regulation, Misattribution as a mechanism for external factors influence, Emotional content of news articles and their correlation with market dynamics, Social trends and market dynamics: music, fashion, demographics, Group Behaviour: Conformism, herding, fatal attractions

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Behavioural Finance	M. M. Sulphery	PHI Learning	2014
2	Understanding Behavioural Finance	Lucy Ackert and R.Deaves	Cengage Learning	2011
3	Behavioural Corporate Finance	Shefrin,H.	TMH	2007
4	Behavioral Finance and Wealth Management	Pompian, Michael M	Wiley: New Jersey	2006

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Behavioral Finance Analyst	CBFA	Y	MCQs	CBFA	https://smartasset.com/financial-advisor/bfa-designation
2	Certificate in Behavioural Finance	CFA Institute	Y	MCQs	CFA Institute	https://www.cfainstitute.org/en/research/multimedia/2017/the-behavioral-financial-analyst

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Excel	Excel	Open source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment & Text Book	10	
In-Sem Summative	In Sem I	20	40
	In Sem II	20	
End-Sem Summative	Sem End Exam	40	40
	Total		100

Strategic Financial Management (SFM)

COURSE CODE	22MB62F5	MODE	Regular	LTPS	2-1-0-0	PRE-REQUISITE	FM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Acquaint the students with concepts of Financial management from strategic perspective	2	1
CO2	Understand various Techniques and Models of Strategic Financial Management.	2	2
CO3	Apply the Concepts of Strategic Financial Management to measure the value of firm	3	5
CO4	Analyze various cost concepts for business	4	5

Syllabus

Module 1	Financial Policy and Strategic Planning –Process of Financial Planning – Types of Financial Plan – Financial Models – Tools or Techniques of Financial Modelling – Uses and Limitations of Financial Modelling-Applications of Financial Models – Types of Financial Models - Process of Financial Model Development.
Module 2	Investments Decisions under Risk and Uncertainty – Techniques of Investment Decision – Risk Adjusted Discount Rate, Certainty Equivalent Factor, Statistical Method, Sensitivity Analysis and Simulation Method
Module 3	Corporate and Financial Restructuring – Corporate restructuring - Mergers and Amalgamations –Cost of Merger – Takeovers – Strategic Business Alliances – Managing an Acquisition – Divestitures – Financial restructuring: Debt Restructuring, Equity restructuring, Portfolio restructuring, Split up of conglomerates, spin off and swaps
Module 4	Strategic Cost Management: Strategic Perspective of Cost Management – Value Chain Analysis – Activity Based Costing – Target Costing – Quality Costing – Life Cycle Costing.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Strategic Financial Management	Rajni Sofat&Preeti Hiro	PHI	2011
2	Strategic Financial Management	Weaver & Weston	Cengage Learning	2011
3	Takeovers, Restructuring and Corporate Governance	Weston, Siu & Johnson	Pearson	2002
4	'Innovative Corporate Turnarounds	Pradip M.Khandwalla	Saga Publications	1992
5	Financial Management	Chandra, Prasanna	Tata McGraw Hill	2007

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certificate in Financial Modelling and Valuation	EY Virtual Academy	N	ONLINE	EY Virtual Academy	https://eyvirtualacademy.com/course_details/certificate-in-financial-modelling-and-valuation

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	EXCEL	Microsoft	Open Source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment & Text Book	10	
In-Sem Summative	In Sem I	20	40
	In Sem II	20	
End-Sem Summative	Sem End Exam	40	40
	Total		100

Financial Risk Management (FRM)

COURSE CODE	22MB62F6	MODE	Regular	LTPS	2-1-0-0	PRE-REQUISITE	Financial Management
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Students will be able to analyse the risks in different financial markets.	4	2
CO2	Analyse the role and importance of financial derivatives.	4	3
CO3	Acquire the ability to selection of various options and then can apply them to specific markets.	3	5
CO4	Student will be able to strategically manage the risk of financial institutions by using Swaps.	3	2

Syllabus

Module 1	Introduction to Financial Risk: Concept, nature and scope of risk. Risk Management Process, Types of risk, Comprehensive view of Risk in Financial Institutions. Risk reporting process—internal and external. Value at risk [VaR], Cash flow at risk [CaR]: VaR and CaR to make investment decisions. Non- Insurance methods of Risk management, Asset-Liability Management[ALM].
Module 2	Introduction to Financial Derivatives – Products and Participants in Derivative Markets – Types of derivatives , Forward Contracts , Futures Contracts, Types of Futures, Forward Contracts Vs. Future Contracts.
Module 3	Options Contracts: Call and Put Options – Determinants of Option Price – Stock and Index Option Properties and Mechanics – Options Trading in India – Derivatives Trading Regulations in India. Option Trading Strategies: Basic of Option Positions – Strategies involving Options – Covered Call, Protective Put, Spread, Combinations and Other Strategies. Options Valuation: Binomial Options Pricing Model with one step and two step models – The Black-Scholes Options Pricing Model – Log-normal Property of Stock Prices .Volatility – Causes of Volatility.
Module 4	Financial Swaps: Currency Swaps – The Structure of Swaps – Interest Rate Swaps – Equity Swap – Valuation of Financial Swaps – Credit Derivatives – Caps and Floors – Hedging & speculation in Futures, Index futures.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Financial Derivatives: Theory, Concepts and Problems	Gupta S L	Prentice Hall of India	2012
2	Fundamentals of Financial Derivatives	Prafulla Kumar Swain	Himalaya Publishing House	2015
3	Options, Futures and Other Derivatives	John C Hull	Prentice Hall of India	2015
4	Financial Derivatives	BishnuPriya Mishra	Excel Books	2016

Global Certifications:

Mapped Global Certifications:						
SI No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Financial Risk Manager	Global Association of Risk Professionals	Yes	MCQ's		https://mileseducation.com/frm?camp=search&gad=1&gclid=Cj0KCQjw7uSkBhDGARIsAMCZNjVVeQQGa6NqQcSggT_G2J6DDV_gwTE5tP6N8Wn451b-nrgYI718eTlaAukGEALw_wcB
2	Chartered Financial Analyst	CFA Institute	Yes	MCQ's	Chartered Financial Analyst	CFA Institute

Tools used in Practical / Skill:NIL

SI No	Tool Name	Parent Industry	Open Source/ Commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment & Text Book	10	
In-Sem Summative	In Sem I	20	40
	In Sem II	20	
End-Sem Summative	Sem End Exam	40	40
	Total		100

Infrastructure Finance (IF)

COURSE CODE	22MB62F8	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	FM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Enlighten the students with the concepts of infrastructure finance, Public Private Partnerships etc.	2	6
CO2	Familiarise with the financing methods of infrastructure projects, contractual agreements and risk mitigation of projects	2	1
CO3	Apply the tools of project valuation	3	5
CO4	Analyse the project viability	4	5

Syllabus

Module 1	Infrastructure: Introduction, Unique features of infrastructure projects-Stakeholders, benefits, historical and projected requirements - Key role of government in building and maintaining infrastructure assets – infrastructure finance – types - Sources for infrastructure project finance.
Module 2	Pre-fund Raising Phase – Project Structuring, Preliminary Clearances, Key Project Contracts, Project financing Proposition – Sponsor’s, Lender’s and other Stakeholders’ Perspective, Project Financing Structures – Full Recourse and Limited Recourse financing Models with case studies. Evolution of public-private partnerships - The Rationale for Public Private Partnerships - Different Kinds of Public Private Partnerships such as BO. BOO. BOT, BOLT etc. -
Module 3	Government and Developer’s Perspectives - Discussion of the PPP experience in different sectors, electricity, telecommunication, civil aviation, roads and railways with a special emphasis on India - Dispute Resolution in Public Private Partnerships. Risk Analysis and Mitigation in Projects: Key risks - risk determination, allocation and mitigation in Project Structure, Key Project Contracts and Lenders’ Due Diligence - Key considerations - Appraisal criteria applied by Banks and Institutions, Project viability and evaluation - returns analysis -
Module 4	Valuing the Project and Project Cash Flow Analysis - Analysis of Operating Cash Flows and Their Behavior in Different Project Life-Cycle Phases - Inputs for Calculating Cash Flows- Optimal Capital Structure for the Deal

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Project Financing: Asset-Based Financial Engineering	John D. Finnerty	John Wiley & Sons, Inc.,	2013
2	The Infrastructure Finance Challenge	NGO Walter	Open Book Publishers	2017
3	Project Finance in Theory and Practice	Stefano Gatti	Academic Press is an imprint of Elsevier 30 Corporate Drive	

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Infrastructure Finance Professional	Global Association of Risk Professionals (GARP)	Yes	MCQ's		
2	Certified Project Finance Specialist (CPFS)	Project Finance Academy	Yes	MCQ's		

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment & Text Book	10	
In-Sem Summative	In Sem I	20	40
	In Sem II	20	
End-Sem Summative	Sem End Exam	40	40
	Total		100

International Financial Management (IFM)

COURSE CODE	22MB62F8	MODE	Offline	LTPS	2-1-0-0	PRE-REQUISITE	Financial Management
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	To excel in environment of international finance and its implications on international business.	2	2
CO2	To perform in the functioning of foreign exchange markets, determination of exchange rates and interest rates and their forecasting.	2	2
CO3	To apply the techniques of reducing risks and to identify risk management strategies.	3	3
CO4	To explore the sources of long term finance and design financial strategies and to integrate	4	4

Syllabus

Module 1	International Financial System: Evolution of international financial system: Bretton woods system, floating exchange rate; currency board, sterilized and unsterilized intervention; international financial markets-Eurocurrency market, international bond market, international equity market, international money market; global financial institutions-IMF, ADB, IBRD, Bank for International Settlements; international banking-euro bank.
Module 2	International financial instruments-euro CP, Eurobonds, foreign bonds, global bonds, euro equity, ADR, GDRs. Foreign Exchange Market and International Parity Relationships: Participants in foreign exchange market, structure of foreign exchange market in India; quotes in spot market and forward market, triangular arbitrage; nominal effective exchange rate (NEER), real effective exchange rate (REER), BOP trends in India; current account deficit, capital account convertibility, Parity Conditions- Purchasing Power Parity, Interest Rate Parity
Module 3	International debt crises, currency crises-Asian currency crisis, and Greek debt crisis. Multinational Corporate Decisions in Global Markets: Foreign direct investment (FDI) and motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India, modes of foreign investment- licensing, management contracts, joint venture, Greenfield investment, evaluation of overseas investment proposal using APV;
Module 4	Financial goals of MNC, financial performance measurement, international cash management, Risk Management in Multinational Corporations: Types of risk- risk management through hedging-natural hedges, hedges with currency derivatives.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	International Financial Management	V.A.Avadhani	Himalaya Publication	2013
2	International Financial Management	Ephraim Clark	Cengage Learning	2010
3	International Financial Management	Sharan V	PHI Learnings, New Delhi	2012
4	International Financial Management	P.K.Jain, Surendra S Yadav, Peyrard	MacMillon	2013

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Procured (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified International Investment Analyst	Association of Certified International Investment Analysts (ACIIA)	Y	MCQs	ACIIA	https://www.aciia.org/
2	Chartered Financial Analyst	CFA Institute	Y	MCQs	CFA Institute	https://www.cfainstitute.org/en/research/multimedia/2017/the-behavioral-financial-analyst

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Excel	Excel	Open source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment & Text Book	10	
In-Sem Summative	In Sem I	20	40
	In Sem II	20	
End-Sem Summative	Sem End Exam	40	40
	Total		100

Blockchain Technology (BCT)

COURSE CODE	22MB62F9	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	Financial Management
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Mapping of Course Outcomes (COs) with program outcomes (POs):

CO No	Course Outcomes	PO	BTL
CO1	To understand the basic concepts and technology used for blockchain	2	2
CO2	To understand concepts of Bitcoin and their usage	3	3
CO3	Apply security features in blockchain technologies	4	3
CO4	Implement Ethereum block chain contract.	4	4

Syllabus

Introduction: Need for Distributed Record Keeping, Modeling faults and adversaries, Byzantine Generals problem, Consensus algorithms and their scalability problems, Nakamoto's concept with Blockchain based cryptocurrency, Technologies Borrowed in Blockchain – hash pointers, consensus, byzantine fault-tolerant distributed computing, digital cash etc.

Basic Distributed Computing & Crypto primitives: Atomic Broadcast, Consensus, Byzantine Models of fault tolerance, Hash functions, Puzzle friendly Hash, Collision resistant hash, digital signatures, public key crypto, verifiable random functions, Zero-knowledge systems.

Bitcoin basics: Bitcoin blockchain, Challenges and solutions, proof of work, Proof of stake, alternatives to Bitcoin consensus, Bitcoin scripting language and their use.

Ethereum basics: Ethereum and Smart Contracts, The Turing Completeness of Smart Contract Languages and verification challenges, Using smart contracts to enforce legal contracts, comparing Bitcoin scripting vs. Ethereum Smart Contracts, Writing smart contracts using Solidity & JavaScript.

Privacy, Security issues in Blockchain: Pseudo-anonymity vs. anonymity, Zcash and Zk-SNARKS for anonymity preservation, attacks on Blockchains: Sybil attacks, selfish mining, 51% attacks advent of algorand; Sharding based consensus algorithms to prevent these attacks

Textbooks

1. Narayanan, Bonneau, Felten, Miller and Goldfeder,
2. "Bitcoin and Crypto currency Technologies – A Comprehensive Introduction", Princeton University Press.

Reference Books:

1. Josh Thompson, 'Blockchain: The Blockchain for Beginnings, Guild to Blockchain Technology and Blockchain Programming', Create Space Independent Publishing Platform, 2017.
2. Imran Bashir, "Mastering Blockchain: Distributed ledger technology, decentralization, and smart contracts explained", Packt Publishing.

3. MerunasGrincalaitis, “Mastering Ethereum: Implement Advanced Blockchain Applications Using Ethereum-supported Tools, Services, and Protocols”, Packt Publishing.

Talent and Competency Management (TCM)

COURSE CODE	22MB61H1	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	HRM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Describe talent management system that aligns with business strategy and ensures the organization has the right people with the right skills to achieve its goals.	2	PO1
CO2	Demonstrate key elements of talent management system, talent management process	3	PO2,PO3
CO3	Compute the use of information technology for effectively management of talent	3	PO2,PO3
CO4	Apprise the Integration of competency with other HR functions to ensure a consistent and cohesive approach to employee management.	4	PO3,PO4

Syllabus

Module 1	Introduction to Talent Management: Introduction, Talent Management – Overview, Talent Management – History, the Scope of Talent Management, Need of Talent Management, Key Processes of Talent Management, Talent vs knowledge people, Source of Talent Management, Consequences of Failure in Managing Talent, Tools for Managing Talent.
Module 2	Building Blocks for Talent Management: Introduction, Effective Talent Management System, Building Blocks of Effective Talent Management System, Factors of unique talent management approach, Key Elements of Talent Management System, Talent Management Process: Essentials and Stages, Talent Management Approaches, Developing a Talent Management Strategy, Mapping Business Strategies and Talent Management Strategies, Post Recession Challenges of Talent Management.
Module 3	Talent Management and Organizational Environment, Role of Information Technology in effective talent Management, Talent Management Information System, Contemporary Talent Management Issues, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India.
Module 4	Competency: Meaning and Characteristics, Behaviour indicators, Types and Applications of Competencies, Competency Maps, and Competency Profiles. Competency management framework / competency model: Lancaster Model of managerial competencies Competency modelling framework, developing a competency model, Understanding job positions, Data collection instruments for job descriptions, Preparation of job descriptions, Design and Implementation of Competency Models, Competency Assessment and Development, competency mapping, Competency Mapping and Integration with HR Function

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	The Talent Management Handbook	Lance A. Berger, Dorothy Berger	Mc Graw Hill	2018
2	Talent Management: A Critical Approach	Edward E. Lawler III	Stanford Business Books	2019
3	Talent and Competency Management: Strategies for Success	William J. Rothwell, Diane Spokus	Society for Human Resource Management (SHRM)	2019
4	Competence at Work: Models for Superior Performance	Lyle M. Spencer Jr., & Signe M. Spencer	John Wiley & Sons	1993
5	The Future of Work: Attract New Talent, Build Better Leaders, and Create a Competitive Organization	Jacob Morgan	Willy	2014

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	SAP-HCM	SAP	Y	Objective	SAP	https://training.sap.com/certification/c_thr12_67-sap-certified-application-associate---sap-hcm-with-erp-60-ehp7-g/
2	IPMA-HRCP	International Public Management Association for Human Resources - Certified Professional	Y	Objective	International Public Management Association for Human Resources - Certified Professional	https://pshra.org/education-certification/certification/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
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1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	10
	Home Assignment and Textbook	10	10
In-Sem Summative	Semester in Exam-I	20	20
	Semester in Exam-II	20	20
End-Sem Summative	End Semester Exam	40	40

DYNAMICS OF EMPLOYEE RELATIONS><(DER)>

COURSE CODE	22MB61H2	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	HRM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the employee relations and its complexities	2	1&3
CO2	Identify the importance of Promotion of Harmonious Relations	3	1&3
CO3	To develop appropriate group dynamics	3	1&3
CO4	Identify teams' development in organizations and developing models of Interpersonal Behaviour of teams	3	1&3

Syllabus

Module 1	Employee Relations – Introduction, Definitions of Employee Relations, The Employment Relationship, Psychological Contract, Forms of Attachment, Compliance and Commitment, Quality of Employee Relations, An Industrial Relations System, Framework of Employee Relations, globalization – multinational corporations and employee relations
Module 2	Promotion of Harmonious Relations – Code of Discipline, Grievances and Discipline: Grievances Redressal Machinery – Discipline in Industry _ Measures for dealing with Indiscipline. Collective Bargaining (CB) – CB Practices in India – Participative Management Forms and Levels – Schemes of Workers' Participation in Management in India.
Module 3	Group Dynamics - Understanding Groups, Phases of Group Development - Group Cohesion and Alienation - Conformity and Obedience.Group and its formation. Use of Groups in Organizations vs. Industrial Performance - Inter group Problems in Organizations - Inter Group Competition - Reducing Competition through Training - Conflict - Management of Conflict - Preventing Interpersonal Conflict and inter group Conflict
Module 4	Achieving Group, Team development and team building. Team formation and development, interventions for team functioning, culture and diversity impact on team functioning, team building – preparing the environment for teamwork,Theory and Model of Interpersonal Behaviour of C. WillianShutz - FIRO - B. Test - Its Application - Achieving Group Compatibility - Problems in reaching Compatibility. Working with virtual teams

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Employee Relations	Mike Leat, Heriot	Watt University	

			Edinburgh press, United Kingdom	
2	Industrial Relations	VenkatRatnam, C.S.	Oxford University Press	
3	Group Dynamics and Team Interventions: Understanding and Improving Team	Timothy M. Franz	Wiley publications	
4	Industrial Relations, Trade Unions and Labour Legislation	P.R.N. Sinha, InduBala Sinha and Seema Priyadarshini Shekar	Pearson Education	
5	The Strategic Management of Industrial Relations	Ramaswamy E.A.	Oxford University Press.	

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Leading People and Teams	University of Michigan	N	Assignment and MCQ's	Coursera	https://www.coursera.org/specializations/leading-teams
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	Active Learning	10	20
	Home Assignments	10	
In-Sem	In-Sem 1	20	40

Summative	In-Sem 2	20	
End-Sem Summative	End-Sem Exam (Paper Based)	40	40

PERFORMANCE MANAGEMENT & REWARD SYSTEMS <(PMRS)>

COURSE CODE	22MB61H3	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	HRM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Define and explain the purpose of a performance management system	2	2&1
CO2	Identify the process of designing and implementing a performance management system	3	2&1
CO3	Identify various demands of PMS and analyse various factors	4	2&1
CO4	Develop knowledge of a variety of rewards and analyse the relationship between performance and rewards	4	2&1

Syllabus

Module 1	Introduction: Understanding Performance Management, Process, Performance Management Vs Performance Appraisal – Methods of Performance appraisal, Performance Planning & Agreement on Goals, Key Result Areas (KRAs), Key Performance Indicators (KPIs) and Performance Metrics. Measuring Behaviors and Results.– Gathering performance information, implementing performance management system
Module 2	Performance management techniques: Competency mapping, Balanced Scorecard, 360° feedback, Assessment centers, Performance Management Skills – Counseling, Coaching and Mentoring. Performance Consulting: The Need for Performance Consulting – Designing and Using Performance Relationship Maps – Mapping the Components of Performance – Identifying Business Needs in Operational Terms – Developing Models of Performance Required to achieve Business Goals.
Module 3	Organizational Demands and Performance Management-Organizational Strategy and Performance Management, Organizational Culture & Performance Management, Employee concerns-perceptions of procedural and distributive justice, employees' responsiveness to performance feedback, achieving work/life balance.
Module 4	Reward Systems: Definition, Aims of reward management, achieving the aims, reward system, elements of reward system, factors affecting reward system, policy and practice Traditional vs Contingent Pay Plans, Pay for Performance. Pay Structures: Job Evaluation, its Methods, and Broad-banding. Legal Principles affecting PMS and rewards.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Performance Management	Herman Aguinis	Pearson Education	2008

2	Compensation	Milkovich, Newman &Gerhart	TMH	2011
3	Performance Consulting: Moving Beyond Training	Robinson, Dana Gaines.; Robinson, James C	Berrett Koehler	1996
4	Performance Management and Appraisal Systems	Rao, T.V	Sage Publishers	2005
5	Global compensation - Foundations and perspectives	Luis R. Gomez- Mejia & Steve Werner	Routledge	2008

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	C_THR12_67 SAP Certified Application Associate - SAP HCM with ERP 6.0 EHP7	SAP	Y	MULTIPLE CHOICE QUESTIONS	SAP	https://training.sap.com/certification/c_thr12_67-sap-certified-application-associate---sap-hcm-with-erp-60-ehp7-g/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	Active Learning	10	20
	Home Assignments	10	
In-Sem Summative	In-Sem 1	20	40
	In-Sem 2	20	
End-Sem Summative	End-Sem Exam (Paper Based)	40	40

LABOUR LEGISLATION (LL)

COURSE CODE	22MB61H4	MODE	REGULAR	LTPS	3-0-0-0	PRE-REQUISITE	HRM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the various labor laws related to wages and social security.	2	PO1,PO3
CO2	To Interpret labour laws.	3	PO2,PO1
CO3	To Prioritize Industrial disputes in Indian organizations.	4	PO2,PO3
CO4	To categorize legal aspects of employee benefits.	4	PO1,PO3

Syllabus

Module 1	Introduction & Overview of Labour legislation in India: The present-day Industrial worker, Evolution and Growth of Labour law in India; The Industrial Disputes Act, 1947 – The Factories Act, 1948; The Industrial Employment (Standing Orders) Act, 1946.
Module 2	Legislations related to Wages: The Employees Compensation Act, 1923 – The Payment of Wages Act, 1936 – The Minimum Wages Act, 1948, The Child Labour Prevention and Regulation Act, 1986, The Maternity Benefit Act, 1961.
Module 3	Legislations related to Social Security: The Concept of Social Security; various laws for provision of Social Security for Industrial workers; The Employees State Insurance Act, 1948 – The Employee’s Provident Fund & Misc. Act, 1952 -The Payment of Bonus Act, 1965 – The Payment of Gratuity Act, 1972.
Module 4	Compliances: Returns and Forms for all labour Legislations. Challenges and issues for HR in implementing Labour law; Guidelines for young professionals.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Labour and Industrial Laws	P.K.Padhi	PHI Publication	2012
2	Commercial and Labour Laws	Garg, K.C., Sharma Mukesh; Sareen, V.K.	Kalyani Publishers	2002
3	Practical Guide to Labour Management	Kumar H.L	Universal Law Publishing	200

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Pr oc tor ed (Y /N)	For ma t of the Ex am	Exam Provider	URL of the Certification
1	Diploma in Labour Laws and Statutory Compliances for HRs	UDE MY	Y	O NL IN E	UDEMY	https://www.udemy.com/course/diploma-in-labour-laws-and-statutory-compliances-new/?utm_source=adwords&utm_medium=udemyads&utm_campaign=DSA_Catchall_la.EN_cc.INDIA&utm_content=deal4584&utm_term=._ag_82569850245._ad_533220805577._kw_.de_c_.dm_.pl_.ti_dsa-485138040906._li_9300848._pd_.&matchtype=&gclid=Cj0KCQjwy9-kBhCHARIsAHpBjHirWq1GAgT2ApqK2O_pbyd1srPg3_IcbGpAv1mff787GtD1_Rpj32QaAq36EALw_wcB
2	Certificate Course in Labour Laws	Institute of Legal and Management Studies	Y	O NL IN E	Institute of Legal and Management Studies	https://www.ilms.academy/products/certificate-course-on-labour-law?gclid=Cj0KCQjwy9-kBhCHARIsAHpBjHiIy-4vdOUIRuun3oZfmEdu4VRcWtafNDMReTKwnVDvzQeodcy9IBMaAr0HEALw_wcB

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	<ul style="list-style-type: none"> ILO-UNGC learning plan: module on the effective abolition of child labour ILO Brief: The elimination of child labour and its root causes – the guidance offered by the ILO MNE Declaration Supplier guidance on preventing, identifying and addressing child labour 	ILO	Open Source

	<ul style="list-style-type: none"> Eliminating and Preventing Child Labour: Checkpoints app 		
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Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	HOME ASSIGNMENT	10	
	ALM	10	20
In-Sem Summative	SEM IN 1	20	
	SEM IN 2	20	40
End-Sem Summative	SEM END EXAM	40	40

Human Resource Planning (HRP)

COURSE CODE	22MB61H5	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	HRM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand basic concepts of human resource planning and job analysis	2	1
CO2	Apply different models of human resource forecasting models	3	5
CO3	Apply different models of human resource supply and understand succession management	4	5
CO4	Learn contemporary topics in human resource planning	4	4

Syllabus

Module 1	Human Resource Planning: Factors Affecting Human Resource Planning, Need for Human Resource Planning, Five Steps in Human Resource Planning, Importance of Human resource Planning, Obstacles in Human resource Planning, Advantages of Human resource Planning. Job Analysis - process, specific job techniques, competency-based approaches, problems associated with job analysis.
Module 2	HR Forecasting: Forecasting activity categories, environmental and organizational factors affecting HR forecasting, time horizons, determining net HR Requirements, determining HR Demand, Methods of forecasting.
Module 3	Ascertaining HR Supply: Succession/Replacement Analysis, Markov Models, Linear Programming, Movement Analysis, Vacancy Model, HR Supply and retention programs, RPC's. Succession Management-Importance, Evolution, Process.IT for HRP:

Module 4	New service Delivery Models, workforce analytics, workforce management and scheduling, Strategic HRP, Outsourcing.
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Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Human Resource Planning: A Pragmatic Approach to Human resource Staffing and Development	Burack, E.H. and Mathys, N.J.,	Brace-Park Press, Illinois,	1987
2	Strategic Human Resources Planning and Management	. Rothwell, W.J. and Kazanas, H.C.,	Prentice-Hall, H.J.,	1988
3	Human Resource Management: Contemporary Perspectives in Canada,	Scrivas, K.M.,	McGraw-Hill, Canada,	1984
4	Human Resource Strategy,	Walker, James W.,	McGraw-Hill, Canada,	1992
5	Strategic Human Resources Planning,	Monica Belcourt, Kenneth McBey, Ying Hong and Margaret Yap.	Nelson Education,	2013

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Professional in Human Resources	HR Certification Institute (HRCI)	yes	Online	HR Certification Institute (HRCI)	https://www.hrci.org/certifications/individual-certifications
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial

1	Microsoft Planner	Microsoft 365 platform	The application is available to premium, business, and educational subscribers to Microsoft 365.
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	
	HOME ASSIGNMENT AND TEXTBOOK	10	20
In-Sem Summative	SEM IN EXAM I	20	
	SEM IN EXAM II	20	40
End-Sem Summative	END SEM EXAM	40	40

International Human Resource Management (IHRM)

COURSE CODE	23MB61H6	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	HRM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Illustrate the legal, cultural, and ethical dimensions of International Human Resource Management (IHRM) and their impact on global business operations.	3	PO2
CO2	Evaluate the effectiveness of global workforce planning and talent acquisition strategies in attracting and retaining a diverse international workforce	4	PO3, PO4
CO3	Develop a comprehensive compensation and benefits framework that considers international tax and legal regulations, as well as the need for equity and fairness across different countries.	4	P04, P05
CO4	Examine the challenges and opportunities of managing cross-cultural employee relations in a global context, and propose strategies to foster diversity, inclusion, employee engagement, and compliance with international labour laws.	4	P05

Syllabus

Module 1	<p>Introduction to International Human Resource Management: Overview of International Human Resource Management (IHRM), Cultural, legal, and ethical dimensions of IHRM, Global HRM challenges and trends, International HRM strategies and their alignment with organizational goals, Comparative HRM approaches in different countries</p>
Module 2	<p>International Staffing and Talent Management: Global workforce planning and talent acquisition strategies, Recruitment and selection practices for international assignments, Cross-cultural training and development for expatriates, Managing global talent pools and succession planning, Performance management of international employees</p>
Module 3	<p>Compensation and Benefits in International Context: Compensation systems and structures in different countries, Expatriate compensation and allowances, international tax and legal issues related to compensation, Benefits and incentives for global employees, Managing compensation equity and fairness in a global context</p>
Module 4	<p>Employee Relations and International HRM Practices: Cross-cultural employee relations and communication, Managing diversity and inclusion in global organizations, Global employee engagement and motivation strategies, international labour laws and compliance, Ethical considerations in global HRM</p> <p>Note: The syllabus should incorporate case studies, industry examples, and practical exercises to provide students with real-world insights and application of international HRM concepts. Additionally, guest lectures and interactions with industry professionals can enhance the learning experience</p>

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	International Human Resource Management	Peter J. Dowling, Marion Festing, and Allen D. Engle Sr.	Cengage Learning	2020
2	Global HR Management: A Cross-Cultural Perspective	Lbraiz Tarique and Dennis R. Briscoe	Routledge	2020
3	Global HR: Challenges and Initiatives	Rajesh S. Upadhyay and Pawan S. Budhwar	SAGE Publications	2017
4	International Human Resource Management: A Multinational Company Perspective	Monir H. Tayeb	Oxford University Press	2016
5	International HRM: A Cross-Cultural Approach	Anne-Wil Harzing and Ashly H	SAGE Publications	2017

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Global Professional in Human Resources	HR Certification Institute (HRCI)	Y	Objective	HR Certification Institute (HRCI)	https://www.hrci.org/certifications/individual-certifications/gphr
2	Certified Global Business Professional (CGB)	NASBITE International Certified Global Business Professional	Y	Objective	NASBITE International Certified Global Business Professional	https://nasbite.org/cgbp-exam

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	
	Home Assignment and Textbook	10	20
In-Sem Summative	Semester in Exam-I	20	
	Semester in Exam-II	20	40

End-Sem Summative	End Semester Exam	40	40
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Organizational Change and Change Management (OCCM)

COURSE CODE	22MB62H7	MODE		LTPS	3-0-0-0	PRE-REQUISITE	HRM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand and explain the concept of organization change	2	1
CO2	Understanding and explaining the change management process	3	2
CO3	Analysing the role of change agents	4	3
CO4	Analysing the key considerations and issues in a changing future	4	4
CO5	<CO for Practical – can be deleted otherwise>		
CO6	<CO for Skill – can be deleted otherwise>		

Syllabus

Module 1	Organizational Change: The concept of Organizational Change - Classification of Change – Levels of change, Change models - Kurt Lewin, John Kotter, ADKAR and Weisbord's Six Box Model, resistance to change, overcoming resistance to change. Change Management
Module 2	– Change Management Process – Implementing Change – Organizational Transformation through Visioning and Strategy for Change – Understanding and Changing Organizational Culture – Mental Models.
Module 3	Change Agents – The concept of Change Agent and types of Change Agents – Middle level Managers as Change Agents – HR Personnel as Change Agents – CEOs as Change Agents – Consultants as Change Agents – Change Leadership.
Module 4	Key Considerations and Issues: A changing future – factors for effective change- general trends, demographic changes, changing lifestyles, occupational changes, operating virtually, multiple paths to change

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Change Management and Organizational Transformation, 2nd edition, 2017 reprint,	Radha Sharma R	McGraw Hill Education Private Limited.	2012
2	Organizational Behaviour, 14 th edition	Stephen's Robbins, Timothy Robbins & Neharika Vohra A.	,Prentice Hall Pearson.	2012
3	Organizational Change, 3rd edition	Barbara Senior and Jocelyne Fleming		2006
4	Change Management.	Nilkanth.V and Ramnarayan.S.	Response Books, London/New Delhi	2007
5	Organization Development – Principles, Processes, Performance, 1st Ed.	Gary N. McLean	Berrett-Koehler Publishers, Inc. San Francisco, CA.	2006

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1						
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial

1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	
	HOME ASSIGNMENT AND TEXTBOOK	10	20
In-Sem Summative	SEM IN EXAM I	20	
	SEM IN EXAM II	20	40
End-Sem Summative	END SEM EXAM	40	40

STRATEGIC HUMAN RESOURCE MANAGEMENT (SHRM)

COURSE CODE	22MB62H8	MODE	REGULAR	LTPS	3-0-0-0	PRE-REQUISITE	HRM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Identify the key factors that contribute to a successful strategic HR function.	2	1
CO2	Interpret the key trends in the human resource environment, such as demographic changes, technological advances, and globalization.	3	2
CO3	categorize strategies for managing the workforce to meet the organization's goals.	4	4
CO4	Contrast metrics for measuring the effectiveness of strategic HR practices.	4	6

Syllabus

Module 1	Introduction to Strategic HRM – An Investment Perspective of Human Resource Management, Introduction to business and corporate strategies - Designing Human Resource Systems for Sustained Competitive Advantage - Integrating HR strategies with business strategies— Human Resource Environment, Technology and structure.
Module 2	Management Trends - Demographic trends – Trends in the utilization of human resources. Integrating Strategy and Human Resource Planning - The strategic role of Human Resource Planning, selecting forecasting techniques, forecasting the supply of human resources, forecasting the demand for human resources, workforce utilization and employment practices, Strategic Issues in Managing Workers and Industrial Relations, Corporate Strategy and HRM – Strategy and Career Systems, Corporate Ethics, Values and SHRM.
Module 3	Managing Professionals: Strategic Challenges Strategy for Employee Development – Planning and strategizing training - Integrating training with performance management systems and compensation - Developing management training and development for competitive advantage -The strategic training of employee’s model.
Module 4	Performance Management – Strategically oriented performance measurement systems, strategically oriented compensation systems – High performance practices, Human resource evaluation – Strategic choices in performance management systems. Employee Separation – Strategic management of turnover and retention, Strategies for responsible restructuring, Strategic HR Issues in High Growth, Mature and Declining Industries, Retirement, Global HRM – Strategic HR Issues in global assignments.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Charles R. Greer, Strategic HRM	P.K.Padhi	Pearson education Asia New Delhi,	2007

2	Strategic HRM	Michael Armstrong	Kogan page	2002
3	The Routledge Companion to Strategic Human Resource Management	London John Storey, Patrick M. Wright and Dave Ulrich	Routledge Jeffery Mell	2009

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proposed (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	SHRM CERTIFICATION	SHRM	Y	ONLINE	SHRM	https://shrm.org/?gclid=Cj0KCQjw7uSkBhDGARIsAMCZNJuhCbuVlmB7_biA_FgT7fCrEKfOyeMgui5r9ZHl3W2Mo0CWKJopP4aAvhfEALw_wCB
2	SHRM 301-0 SHRM Certified Professional	northwestern.edu	Y	ONLINE	northwestern.edu	https://sps.northwestern.edu/professional-development/shrm-prep/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Employee Cost Calculator Interview Question Builder Performance Review Builder	SHRM	Commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	HOME ASSIGNMENT	10	10
	ALM	10	10
In-Sem Summative	SEM IN 1	20	20
	SEM IN 2	20	20
End-Sem Summative	SEM END EXAM	40	40

Compensation Management (CM)

COURSE CODE	22MB62H9	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	HRM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Outline the importance of compensation in organizations and its role in attracting, retaining, and motivating employees.	2	PO2
CO2	Identify the criteria for wage fixation, institutional and cultural factors influencing compensation practices.	3	PO3,PO4
CO3	Examine various aspects of variable pay and employee benefits	4	PO3,PO5
CO4	Analyse the role of executive compensation, wage determination and international compensation	4	PO4,PO5

Syllabus

Module 1	Introduction to Compensation Management: Overview of compensation management, Importance of compensation in organizations, the role of compensation in attracting, retaining, and motivating employees, Types of compensation, Conceptual framework of compensation management, Theories of wages
Module 2	Designing Compensation Systems: Criteria for wage fixation, Institutional and cultural factors influencing compensation practices, National differences in compensation, Compensation philosophies and approaches, Strategic compensation planning for competitive advantage, Job evaluation systems and compensation structure, Wage and salary surveys, wage curve, pay grades, rate ranges, salary matrix, and fixing pay
Module 3	Variable Pay and Employee Benefits: Strategic reasons for incentive plans, Administering incentive plans, individual, group, and team compensation, Employee Stock Ownership Plans (ESOPs), Performance measurement issues, incentive application, and globalization, Nature and types of employee benefits, Security benefits, retirement security benefits, healthcare benefits, time-off benefits, benefits administration, Employee benefits required by law, discretionary major employee benefits, employee services, designing a benefits package
Module 4	Executive Compensation, Wage Determination and International compensation: Elements of executive compensation and its management, Executive compensation in an international context, Principles of wage and salary administration, Methods of wage determination in India, Internal and external equity in compensation systems, Wage administration in India, wage policy, wage boards, Pay commissions, International compensation, global convergence of compensation practices, Pay for performance for global employees, Employee benefits around the world, CEO pay in a global context, Beyond compensation: Future trends in compensation management

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Compensation	Milkovich, Newman & Gerhart	TMH	2011
2	Strategic Compensation: A Human Resource Management Approach	Joseph Martocchio	Pearson	2020
3	The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design	Lance A. Berger and Dorothy R. Berger	McGraw-Hill Education	2016
4	Compensation Management: Rewarding Performance	Richard I. Henderson and Laura M. Henderson	Prentice Hall	2005
5	International Compensation: A Guide to Best Practices for Expatriate Management	Chris Deb and Scott Hamilton	Business Expert Press	2016

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	SAP Certified Application Associate - SAP HCM Payroll with ERP 6.0 EHP7	SAP	Y	Objective	SAP	https://training.sap.com/certification/c_hcmpay2203-sap-certified-application-associate---sap-hcm-payroll-with-erp-60-ehp7-g/
2	Certified Compensation Professional (CCP)	WorldatWork	Y	Objective	WorldatWork	https://india.worldatwork.org/learn/certifications/certified-executive-compensation-professionals-cecp

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
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In-Sem Formative	ALM	10	
	Home Assignment and Textbook	10	20
In-Sem Summative	Semester in Exam-I	20	
	Semester in Exam-II	20	40
End-Sem Summative	End Semester Exam	40	40

TRAINING AND DEVELOPMENT (T&D)

COURSE CODE	22MB62H10	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	HRM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Identification of training needs, training processes, training methods, and analysis of training needs	4	1
CO2	Analyse the relation of learning and with training and development, its role in developing training program	4	1
CO3	Designing training programs	6	2
CO4	Assess the impact of emerging trends on training and development	5	2
CO5	Conduction of a training program by students	6	2

Syllabus

Module 1	Introduction to Training – Meaning, Scope, Objectives, beneficiaries, stakeholders in training and development, role of trainee in transfer of training, problems and future trends in training. Training Process, Training Needs Assessment, Components of Training Needs Analysis, Sources of Data for Training Needs Analysis, Needs Assessment Process, Competency Models, Scope of Needs Assessment.
Module 2	Learning Theories – Principles of Learning, Learning Theories, Learning Process, Instructional Emphasis for Learning Outcomes, Considerations for Designing Effective Training Programs, Conditions for Effective Learning, Learning Cycle, Learning Curve. Design of Training Programme – Principles of Training Design, Training Design Process, Outlining Programmed Sequences and Themes, Approaches to Programmed Design. Implementation of Training Programme
Module 3	Training Delivery Competencies, Trainers and Training Styles, Trainers Role, Trainers Skills, Post training Support for Improved Performance at Work; Training Methods- On-the-job training (OJT), Off-the-job training, Training Methods Compared with Objectives; Training Aids. Training Evaluation – Stages of Evaluation, Different Evaluation Models, Donald Kirkpatrick’s Evaluation Model, Determining Return on Investment, Measuring Human Capital and Training Activity;
Module 4	Development: Introduction, need and importance, techniques of management development- On-the-job techniques, Off-the-job techniques. Key areas of organizational training- Orientation Training (Onboarding)- Diversity Training - Sexual Harassment Training - Team Training - Cross-Cultural Training. The Future of Training and Development: Use of new Technologies for Training Delivery

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Employee Training and Development	Noe. A. Raymond	Tata McGraw Hill Publications.	2020 (8 th Ed.)
2	Training for Development	Lynton P. Rolf & Pareek, Udai	Vistara Publications	
3	Management Development and Training Hand Book	Taylor B.&Lippitt G.	McGraw-Hill, London	
4	Training & Development: Concepts & Applications	Deb, Tapomoy	Ane Books	
5				

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Training and Development Professional (CTDP)	Canadian Society for Training and Development (CSTD)	Yes	Objective and Assignment	Canadian Society for Training and Development	https://performaceandlearning.ca/store/viewproduct.aspx?id=12339420

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Microsoft word, excel, access etc	Microsoft	Open Source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	Active Learning	10	20
	Home Assignments	10	
In-Sem Summative	In-Sem 1	20	
	In-Sem 2	20	40
End-Sem Summative	End-Sem Exam (Paper Based)	40	40

CONFLICT MANAGEMENT AND NEGOTIATION (CMN)

COURSE CODE	22MB62H11	MODE	REGULAR	LTPS	3-0-0-0	PRE-REQUISITE	HRM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Identify the nature of conflict.	2	2
CO2	Interpret effective conflict management skills.	3	4
CO3	categorize negotiate effectively.	4	3
CO4	Contrast build and maintain relationships in negotiations.	4	5

Syllabus

Module 1	Introduction of Conflict: Nature – Classification - pros and cons of conflicts – Styles - intrapersonal conflicts - interpersonal conflicts; Measurement of conflict; Team conflicts - Group conflicts. Learning from conflicts.
Module 2	Conflict Management Design: Traditional approaches - Complementary forms - mediation, moderation, supervision, coaching - prevention through communication, setting up in house management system, Conciliation, Arbitration, Adjudication.
Module 3	Introduction to Negotiation: Communication and Power in negotiations – Finding and using negotiation leverage - Key Negotiating Temperaments – Interests and goals in negotiation – cultural and gender differences in negotiation – Qualities of mind, heart & courage for successful negotiations- Collective Bargaining- process.
Module 4	Relationships in Negotiations – Multiple Parties and Teams – International and Cross-Cultural Negotiation – Pre and Post negotiation evaluation – Ethics in negotiation.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Managing conflicts in the workplace	David Liddle	person publications,	2005
2	Essentials of Negotiation	Roy Lewicki, Bruce Barry, David Saunders	Tata McGraw Hill, 6th Ed	2010

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Pr o c e d (Y/ N)	Form at of the Exam	Exam Provider	URL of the Certification
1	Conflict Management Certification Training	The Knowledge Academy	Y	O N L I N E	The Knowledge Academy	https://www.theknowledgeacademy.com/in/offers/conflict-management-certification-training-courses/?utm_term=conflict%20management%20certification&utm_campaign=%5BConflict+Management%5D%5BIN%5D&utm_source=adwords&utm_medium=ppc&hsa_acc=8156085647&hsa_cam=15557838223&hsa_grp=130628428506&hsa_ad=661367358404&hsa_src=g&hsa_tgt=kwd-307386220483&hsa_kw=conflict%20management%20certification&hsa_mt=e&hsa_net=adwords&hsa_ver=3&gad=1&gclid=Cj0KCCQjw7uSkBhDGARIsAMCZNIJL7R77LOVVZRjAOcHLU5XJ1neEMOBODpssOrl2cj6ARlgTmmAMaAp4HEALw_wcB
2	Negotiation Strategies: Building Agreement Across Boundaries	Harvard Kennedy School Executive Education	Y	O N L I N E	Harvard Kennedy School Executive Education	https://www.hks.harvard.edu/educational-programs/executive-education/negotiation-strategies#online

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1		SHRM	Commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	HOME ASSIGNMENT	10	10
	ALM	10	10
In-Sem	SEM IN 1	20	20

Summative	SEM IN 2	20	20
End-Sem Summative	SEM END EXAM	40	40

Introduction to Advanced Technologies (IAT)

COURSE CODE	22MB61U1	MODE	Regular	LTPS	2-0-2-0	PRE-REQUISITE	BADM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Applying data to develop basic ER model to understand the database structure.	3	1&6
CO2	Examine the data stored in the database using SQL commands.	3	1&6
CO3	Apply python commands of Numpy and Pandas for data.	3	2&6
CO4	Apply python Commands by extracting data from database or web using SQL in python.	3	6

Syllabus

Module 1	DBMS: Introduction to Database Management System, AdvantagesData Models: Entity-Relational Model using ERD plus, Relational Model, Normalization-6 forms,DBMS vs RDBMS.
Module 2	SQL : Introduction, Data Types, Operators, Expressions, Data Definition Language (DDL)-CREATE,INSERT, Data Manipulation Language (DML) ALTER(Modify,Rename,drop),UPDATE,DELETE, Data Query language (DQL)-SELECT Data Control language(DCL),Arithmetic Operations in SQL,Other commands - JOINS,ORDER BY,GROUP BY;Introduction to PL/SQL,No SQL.
Module 3	PYTHON:Significance of Python,History of Python,Python Features,Setting path to Windows,Python Identifiers, Reserve Words,variables, Operators,Math functions,string functions,lists,tuples, Functions for practicewrite(),read(),mkdir(),chdir(),rmdir();Data Analysis Using python:Learning about Numpy and its basics; Data manipulation Using Pandas:Series and dataframes.
Module 4	Integration of Python with SQL: Application of Python in real world,Integration of Python with SQL –PyMySQL, Data Scraping.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Fundamentals of Database Systems,	Elmasri and Navathe	Pearson	2011
2	SQL notes for Professionals	GOalkicker.com	Goalkicker.com	2023
3	Python Data Science Handbook	Jake Vander Plas	O'reilly	2017
4				
5				

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	PCEP™ – Certified Entry-Level Python Programmer	Python Institute	Y	PCEP-30-0x	Python Institute	https://pythoninstitute.org/pcep
2	Google IT Automation with Python Professional Certificate	Coursera	N	MCQs	Coursera with Google	https://www.coursera.org/professional-certificates/google-it-automation?utm_source=gg&utm_medium=sem&utm_campaign=B2C_INDIA_google-it-automation_google_FTCOF_professional-certificates_arte-agency_desktop&utm_content=B2C&campaignid=17660460178&adgroupid=137989094349&device=c&keyword=python%20certification%20course&matchtype=b&network=g&device_model=&adposition=&creativeid=608539016807&hide_mobile_promo&gclid=CjwKCAjwkeqkBhAnEiwA5U-uM0I2gQ4rM6Y_a1rf6JRP-Uk_ysgpDs_kO73plg-xjNPOh1bhTIX2IBoC9AoQAvD_Bw

						E#outcomes
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Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Tableau Desktop	Data visualization	Commercial; Free Student licence for 1 year.
2	Tableau Prep	Data Visualization	Commercial; Free Student licence for 1 year.

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	5	
	Home-Assignment	5	
	Continuous Lab Exercise	10	20
In-Sem Summative	Sem In-Exam –I	15	
	Sem In Exam-2	15	
	Lab Sem In Exam	10	40
End-Sem Summative	End Sem Exam	24	
	Lab Sem End Exam	16	40

Data Visualization Using Tableau (DVT)

COURSE CODE	22MB61U2	MODE	Regular	LTPS	2-0-2-0	PRE-REQUISITE	NIL
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Applying the basic operations of Tableau on data to read the data.	3	PO1,PO6
CO2	Analyze the data by applying different charts by obtaining them from different sources.	4	PO1,PO6
CO3	Analyze the data by cleaning and reshaping the data using tableau prep.	4	PO1,PO6
CO4	Analyze the data using advanced statistical tools.	4	PO1,PO6
CO5	Analyze the real-time data using learned tableau tools.	4	PO1,PO6

Syllabus

Module 1	Data Visualization Using Tableau: Significance of Tableau, Advantages of Tableau over R and Excel, Components and Applications, Installation and Usage, File types and Data types, show me button (Brain of Tableau),Data Sorting –Introduction, Types of Sorting- Manual Sorting and Computer Sorting; Filters: Types of filters;
Module 2	Data Sources: Extracting data, Editing data, Joining and Blending; Data Worksheets: Add, Rename, Save and Delete;Chart types: Text table, Heat Map, Symbol vs Filled Map, Types of Bar chart, Area chart, Circle View, scatter plot, Gantt chart, Bullet graph; Creating Dashboards.
Module 3	Data Cleaning Using Tableau Prep: Cleaning of Missing Values, Outliers treatment, Handling Special Charaters, Reshaping data-Long to Wide and Viseversa, Sample Extraction, Data preparation techniques.
Module 4	Advanced Data Visualization Applications: Simple calculations using Calculated Fields-LOD Expressions, Groupings, Sets, Parameters, Advanced techniques in Data Visualization: Correlation, Regression, Time-Series analysis, Cluster Analysis, Advantages Competitive tools to Tableau, Exercise on Real-time Examples.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Practical Tableau	Ryan Sleeper	O'Reilly	2018
2	Tableau Dashboard Cook Book	Jen Stirrup	PACKT Publishing	2014
3	Tableau Prep Help	Tableau	Tableau	2023
4				
5				

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Tableau Certified Data Analyst	Salesforce	Y	MCQs and Exercise	Salesforce	https://www.tableau.com/learn/certification/certified-data-analyst
2	Tableau Course-NASSCOM Certified	Henry Harvin Data Science & Analytics Academy	Not clear	Exercfise	Henry Harvin Data Science & Analytics Academy	https://www.henryharvin.com/pc3/tableau-training?utm_source=google&utm_medium=cpc&utm_campaign=tableau_search_25&gclid=CjwKCAjwkeqkBhAnEiwA5U-uM_uyqtkWqh4LKQhzIEqetMfNSDsB67z0XKop3y4wfgF-is30ZAMqfhoCjDUQAvD_BwE

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Tableau Desktop	Data visualization	Commercial; Free Student licence for 1 year.
2	Tableau Prep	Data Visualization	Commercial; Free Student licence for 1 year.

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	5	
	Home-Assignment	5	
	Continuous Lab Exercise	10	20
In-Sem Summative	Sem In-Exam –I	15	
	Sem In Exam-2	15	
	Lab Sem In Exam	10	40
End-Sem Summative	End Sem Exam	24	
	Lab Sem End Exam	16	40

Econometrics with Business Applications Using R/Gretl/Eviews (EBA)

COURSE CODE	22MB61U3	MODE	Regular	LTPS	2-0-2-0	PRE-REQUISITE	BADM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Apply the basics of Time-Series Analysis	3	1&6
CO2	Apply the regression types and its application	4	1&6
CO3	Analyze the Univariate Time-Series data	4	1&6
CO4	Analyze the Multivariate Time-Series data	4	1&6
CO5	Analyze the data by applying different tools of time-series.	4	1&6

Syllabus

Module 1	<p>Co1: Introduction to Econometrics, Methodology of Econometrics, Applications of Econometrics in Business in all functional departments, Evaluation metrics for Time-Series -ME,MAE,MSE,RMSE,MAPE and MASE.</p> <p>Time-Series Analysis - Trend Analysis: Freehand Moving Curve Method,Semi-Averages, Moving- Averages,Least-Squares method, Exponential Smoothing-Holts,Winters,Holt-Winters methods using Excel and R.</p>
Module 2	<p>Co2: Introduction to Gretl and EViews, Ordinary Least Squares(OLS) method,Limited Dependent Variable: Logit -Binary, Ordinal and Multinomial, Probit & Tobit- Models;</p>
Module 3	<p>Co3: Univariate Time-Series: AutoRegressive Integrated Moving Average(ARIMA), Seasonal ARIMA (SARIMA) AutoRegressive Conditional Heteroscedasticity(ARCH), Generalized ARCH(GARCH)-Standard GARCH, Exponential GARCH, AP -GARCH, GJR-GARCH, Mixed Data Sampling(MIDAS) models using relevant tools.</p>
Module 4	<p>Co4: Multivariate Time-Series: Stationarity-ADF,KPSS,Correlation - Granger Causality test, Cointegration Tests - Engle-Granger test, Johansen test, Vector AutoRegressive (VAR), Vector Error Correction Model(VECM), Panel Regression- Fixed Effects and Random Effects, Hausman test, Assumptions.ARD model Diagnostics (Advanced) using relevant tools.</p>

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Introductory Econometrics with R	Jaffrey S Racine	Academic Press	2019
2	Econometrics with R" by (Publisher:, Year: 2018)	Christoph Hanck, Martin Arnold, and Alexander Gerber	Springer	2018
3	Introduction to Econometrics with R" by (Publisher: Springer, Year: 2021)	Christoph Hanck, Martin Arnold, and Alexander Gerber	Springer	2021
4	Econometrics with R	Econometrics with R	Palgrave Macmillan	2021
5				

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	EViews Certified Program	Eviews	Y	Three levels – User, Professional and Expert	Eviews	https://www.eviews.com/home.html

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Eviews		

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	5	
	Home-Assignment	5	
	Continuous Lab Exercise	10	20
In-Sem Summative	Sem In-Exam –I	15	
	Sem In Exam-2	15	
	Lab Sem In Exam	10	40
End-Sem Summative	End Sem Exam	24	
	Lab Sem End Exam	16	40

Data Warehousing and Data Mining (DWDM)

COURSE CODE	22MB61U4	MODE	Regular	LTPS	2-0-2-0	PRE-REQUISITE	NIL
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Able to apply by understanding the Data Warehouse Architecture, Data Warehouse Components.	3	1&7
CO2	Able to Understand the Data Mining and their associated concepts.	3	1&7
CO3	Able to apply the statistical concepts associated with Data Warehousing and Mining.	3	1&7
CO4	Able to apply Clustering and their associated concepts.	3	1&7

Syllabus

Module 1	Data Warehouse Architecture, Data Warehouse Components, Steps for the Design and Construction of Data Warehouses, A Three-Tier Data warehouse Architecture, OLAP, OLAP queries, metadata repository, Data Preprocessing – Data Integration and Transformation, Data Reduction, Data Mining Primitives.
Module 2	Mining Association Rules in Large Databases, Association Rule Mining, Market Basket Analysis: Mining A Road Map, The Apriori Algorithm: Finding Frequent Itemsets Using Candidate Generation, Generating Association Rules from Frequent Itemsets, Improving the Efficiency of Apriori, Mining Frequent Itemsets without Candidate Generation, Multilevel Association Rules, Approaches to Mining Multilevel Association Rules, From Association Mining to Correlation Analysis.
Module 3	What is Classification? What is Prediction? Issues Regarding Classification and Prediction, Classification by Decision Tree Induction, Bayesian Classification, Bayes Theorem, Naïve Bayesian Classification, Classification by Back propagation, A Multilayer Feed-Forward Neural Network, Defining a Network Topology, Classification Based on Concepts from Association Rule Mining, Other Classification Methods, k-Nearest Neighbor Classifiers; Prediction, Linear and Multiple Regression, Nonlinear Regression, Other Regression Models, Classifier Accuracy.
Module 4	What is Cluster Analysis, Types of Data in Cluster Analysis, Methods of Clustering- Agglomerative and Divisive, Hierarchical Clustering, Distance Methods, K-means clustering; Density-Based Methods, Wave Cluster: Clustering Using Wavelet Transformation, CLIQUE: Clustering High-Dimensional Space, Model-Based Clustering Methods, Statistical Approach, Neural Network Approach.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	DATA MINING AND WAREHOUSING	Khusboo Saxena, Sandeep Saxena, Akash Saxena	BPB publishers	2018
2	Data Mining and Data Warehousing – Principles and practical techniques	Parteek Bhatia	Cambridge	2019

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Exam DP-900: Microsoft Azure Data Fundamentals	Microsoft	Y	Online;700 pass score	Microsoft	https://learn.microsoft.com/en-us/certifications/exams/dp-900/
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Microsoft Azure	Software	Partially Open Source
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	5	
	Home-Assignment	5	
	Continuous Lab Exercise	10	20
In-Sem Summative	Sem In-Exam –I	15	
	Sem In Exam-2	15	
	Lab Sem In Exam	10	40
End-Sem Summative	End Sem Exam	24	
	Lab Sem End Exam	16	40

Advanced Business Analytics Using R & Python (ABA)

COURSE CODE	22MB61U5	MODE	Regular	LTPS	2-0-2-0	PRE-REQUISITE	BADM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the basics of data, data types and its cleansing.	3	PO1,PO6
CO2	Analyze the data using Univariate and bivariate tools.	4	PO1,PO6
CO3	Analyze the data using predictive analytical tools.	4	PO1,PO6
CO4	Analyze the data using Prescriptive Analytical tools	4	PO1,PO6
CO5	Analyze real-time data using all analytical tools.	4	PO1,PO6

Syllabus

Module 1	Data: Meaning and Types – Basic concepts related to data; structured, semi-structured and unstructured data - Data in organizations – Big Data – Role of Data in Decision Making – Data types by levels of measurement.Data Analysis: Meaning and Rationale - Data Preparation: cleaning, munging, normalization and transformation.
Module 2	Data Analysis Types – Descriptive, Explorative and Confirmative – Introduction to Univariate and Bivariate Data analysis with R,Multivariate Data Analysis-Tools.
Module 3	Predictive Analytics:Methods- I: Multiple Regression – Logistic Regression –Mediation and Moderation Analysis-Implementation of Methods with R. Multivariate Data Analysis.Methods-II: Factor Analysis Cluster Analysis - Implementation of Advance Methods with R.
Module 4	Prescriptive Analytics:Linear Programming, Integer Programming, Network Optimization, Simulation Modelling(Optional).

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Advanced Business Analytics: Concepts, Tools, and Applications	Bhimasankaram Pochiraju and Chandra Sekhar Valluri	Springer	2020
2	Python for Data Analysis: Data Wrangling with Pandas, NumPy, and IPython	Wes McKinney	O'Reilly Media	2017
3	Hands-On Data Science with Scikit-Learn and TensorFlow	Jake VanderPlas	O'Reilly Media	2016
4	Advanced R	Hadley Wickham	Chapman & Hall/CRC	2019

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	IBM Data Science Professional Certificate	IBM	Y	Project Based	Coursera with IBM	https://www.coursera.org/professional-certificates/ibm-data-science
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	R	Software	Open Source
2	Python	Software	Open Source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	5	
	Home-Assignment	5	
	Continuous Lab Exercise	10	20
In-Sem Summative	Sem In-Exam –I	15	
	Sem In Exam-2	15	
	Lab Sem In Exam	10	40
End-Sem Summative	End Sem Exam	24	
	Lab Sem End Exam	16	40

Advanced Excel (AE)

COURSE CODE	22MB61U6	MODE		LTPS	2-0-2-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Apply tools to understand the basic concepts of EXCEL.	3	1&7
CO2	To analyse the various advanced functions of EXCEL using Data Analysis Tool Pack	4	1&7
CO3	To analyse the financial functions for analyzing the financial performance.	4	1&7
CO4	Project Analysis using EXCEL Functions	4	1&7
CO5	To examine the implications of statistical tools in practice.	4	1&7

Syllabus

Module 1	Introduction to Excel: Create a workbook, enter data in a worksheet, and format a worksheet. Format numbers in a worksheet, create an excel table, Filter data by using an Auto filter, sort data by using an Auto filter. Essential Worksheet operations: using Help F1, Key Board shortcuts. Working with cells and ranges: Formatting cells, Name manager. Visualizing data using conditional formatting, working with date & times, creating formulae and functions creating charts and graphical representations.
Module 2	Advanced Excel: Lookup Functions: VLOOKUP Function, VLOOKUP Function with range_lookup (True /False), HLOOKUP Function, HLOOKUP Function with range_lookup (True /False), Index Function, Match Function, Pivot Tables for data analysis: Create data base for pivot, analyzing data with pivot tables, producing reports with pivot tables. Data Visualization: Creating Combination Charts, Discriminating series and Category Axis, Data Labels, Band Chart, Gantt Chart, Pivot Charts. GOAL Seek. Analyzing data with analysis tool pack: Descriptive Statistics(AVERAGE, GEOMEAN, HARMEAN, MEDIAN, MODE, QUARTILE, STDEV, VAR, SKEW, KURT), Covariance(COVAR), correlation(CORREL), Regression, Random Number Generation, t-test, z-test, ANOVA
Module 3	Financial Functions: Present value of a series of Future Payments, Calculation of Interest Rates, Calculation of Term of Loan, Decisions on Investments, Cash flows at Beginning/Middle/Irregular Periods, Internal Rate of Return (IRR), Determining IRR of Cash Flows for a Project, Unique IRR, Multiple IRR, No IRR, Cash flows patterns on IRR, Decisions based on IRR, Modified IRR, NPV, Payback Period, Return on Future Value(FV).
Module 4	Applications of Excel: Selecting the best project using Descriptive Statistics, Capital Budgeting techniques.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Microsoft Office Excel 2007: The L Line, The Express Line to Learning, New York.	Jacobs. K	John Wiley and Sons	2007
2	Excel Data Analysis for Dummies: John	Stephen L Nelson and E C Nelson	Wiley and Sons.	2014
3	Advanced Excel Functions.	Tutorial Point	Tutorial Point	2022
4	Data Analysis with Excel by Tutorial Point.	Tutorial Point	Tutorial Point	2022

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Microsoft Office Specialist (MOS) Certification	Microsoft	Y	Proctored	Microsoft	https://analytics.google.com/analytics/academy/
2	Excel certification	International Academy of Computer Training (IACT)	Y	Proctored	IACT	https://www.iact.ie/excel-certification

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	MS EXCEL	Microsoft	Commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	
	Home Assignment and Textbook	5	
	Continuous Evaluation - Lab Exercise	5	20
In-Sem Summative	Semester in Exam-I	15	
	Semester in Exam-II	15	
	Lab In Semester Exam	10	40
End-Sem Summative	End Semester Exam	24	
	Lab End Semester Exam	16	40

PEOPLE ANALYTICS (PA)

COURSE CODE	22MB62U7	MODE	R	LTPS	2-0-2-0	PRE-REQUISITE	HRM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the necessity of People Analytics and organize the data	3	1,6&7
CO2	Analyse the data using Descriptive Analytics	4	1,6&7
CO3	Analyse the data using Diagnostic Analytics	4	1,6&7
CO4	Analyse the data using Predictive Analytics	4	1,6&7
CO5	Analyse the data using suitable Analytics	4	1,6&7

Syllabus

Module 1	Understanding HR analytics HR analytics defined, Migrate from Business Analytics to People Analytics Needfor mastering and utilizing predictive Human capital data storage Current state of HR analytic professional and academic training, HR analytics and HR people strategy, Becoming a persuasive HR function.HR information systems and dataInformation sources, Analysis software options, Using SPSS/R, Preparing the data and Big data
Module 2	Descriptive Analytics in HR: Descriptive analytics, Statistical significance, Data integrity,Types of data, Categorical variable types, Continuous variable types, Using group/team-level or individual-level data, Dependent variables and independent variables. Statistical tests for categorical data (binary, nominal, ordinal), Statistical tests for continuous/interval-level data, Factor analysis and reliability analysis.
Module 3	Inferential Analytics in HR: one sample t-test, two sample t-test and ANNOVA and Chi Square Case study 1: Diversity analytics Case study 2: Employee attitude surveys –engagement and workforce perceptions
Module 4	Predictive Analytics in HR: Correlation, simple linear regression and multiple linear regression with assumptionsCase study 3: Predicting employee turnover Case study 4: Predicting employee performance Case study 5: Recruitment and selection analytics

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Predictive HR Analytics: Mastering the HR Metri	Martin R. Edwards	Kogan Page Limited	2 edition 2019
2	An Introduction to Human Resource Analytics Using R	David E. Caughlin	online book	2019
3	People Analytics in the Era of Big Data: Changing the Way You Attract, Acquire, Develop, and Retain Talent	Jean Paul Isson and Jesse S. Harriott	John Wiley & Sons	2016
4	The Power of People-Learn How Successful Organizations Use Workforce Analytics To Improve Business Performance	Nigel Guenole, Jonathan Ferrar, Sheri Feinzig	FT Press	2019
5	he Data Driven Leader: A Powerful Approach to Delivering Measurable Business Impact Through People Analytics	David Swanson, Jenny Dearborn	Wiley	2017

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Predictive Analytics for Human Resources (PAHR)	International Institute for Analytics (IIA)	yes	Objective	International Institute for Analytics (IIA)	https://iianalytics.com/search?q=certification
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	R	R	Open Source
2	SPSS	IBM	Commercial

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	
	Home Assignment and Test Book	5	
	Continuous lab evaluation	5	20

In-Sem Summative	Sem in I	15	
	Sem in II	15	
	Lab in Semester	10	40
End-Sem Summative	Written Examination	24	
	Lab examination(Practical)	16	40

BUSINESS ANALYTICS IN MARKETING (BAM)

COURSE CODE	22MB62U8	MODE	Regular	LTPS	2-0-2-0	PRE-REQUISITE	MKM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Apply R for Marketing Data by understanding the basic Concepts of Marketing and R	3	7
CO2	Examine the Product and Sales Performance of a firm by developing a model	4	7
CO3	Analyze the effectiveness of pricing Strategies adopted by retailers by designing a model.	4	7
CO4	Analyze the impact of location, promotion strategies and Other areas of Marketing by developing and designing a model for solving the practical issues	4	7
CO5	Examine the implications of statistical tools in practice.	4	7

Syllabus

Module 1	Introduction to Business Analytics & R: Introduction to Business Analytics, Business Analytics Vs Marketing Analytics, Types of Business Analytics; Recap of Marketing Concepts, Evolution of Marketing and Marketing Mix. Introduction to R, Operators in R, Basic Data types in R, Descriptive Analytics Using Marketing Data
Module 2	Product and Sales Analytics: Define Product, Product Mix, Analyzing Sales of a Company (One Sample T-test), Comparing Sales of two Companies (Independent Sample T-test), Effect of Training on Sales Performance of a Company (Paired T-test), Comparing Sales Performance of more than two Companies (ANOVA-One Way), Impact of Customer demographics on the Sales of a Product (Gender, Age, Income, Education background etc.) for targeting, Developing a New Product Using Conjoint Analysis
Module 3	Opinion of Customers on the New Product using logistic Regression, Impact of Private labels on Store Sales Using Linear Regression, Sales Forecasting Using Time-Series Analysis. Price and Promotion Analytics: What is Price? Price vs Cost, Pricing Strategies by retailers, evaluating a pricing Strategy using ANOVA, Price Elasticity of Demand Using Linear Regression, Price Optimization. Significance of location, Channels of Distribution, Promotion Mix, Affect of location on the sales of a Product Using ANOVA, Impact of Adv Cost on the Sales of a Company Using Correlation and Linear Regression Analysis, Impact of location and Adv Cost on the Company Sales Using Multiple Regression Analysis, Impact of Sales Promotions on Sales of a Company Using ANOVA,
Module 4	Impact of Brand Equity on Sales of a Company. Marketing Mix on Customer Satisfaction Using SERVQUAL scale Using Factor Analysis and Regression Models, Market Segmentation Using Cluster Analysis, Customer Analytics-Evaluating Customer life time value, Market-Basket Analysis in Retailing, Web Analytics using Text mining .

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	R for Marketing Research and Analytics.	Chapman, C., & Feit, E. M.	Springer International Publishing	2015
2	Marketing Analytics :Data -Driven Techniques With Microsoft Excel. Indiana:	Winston, W. L.	John Wiley & Sons.	2014
3	R For Business Analytics. NewYork:. 2.	Ohri, A.	Springer	2012
4	R for Every One Advanced Analytics and Graphics,	Lander, P.Jared	Pearson Education	2014

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Google Analytics Individual Qualification	Google	Y	Proctored	Google	https://analytics.google.com/analytics/academy/
2	Business analytics in Marketing	EY	Y	Proctored	EY	https://www.ey.com/en_in

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	R Programming	CRAN	Open Source
2	Python Programming	Software	Open Source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	20
	Home Assignment and Textbook	5	
	Continuous Evaluation - Lab Exercise	5	
In-Sem Summative	Semester in Exam-I	15	40
	Semester in Exam-II	15	
	Lab In Semester Exam	10	
End-Sem Summative	End Semester Exam	24	40
	Lab End Semester Exam	16	

BUSINESS ANALYTICS IN FINANCE (BAF)

COURSE CODE	22MB62U9	MODE	Offline	LTPS	2-0-2-0	PRE-REQUISITE	SAPM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	To apply the time series data using R	3	3
CO2	To predict the stock market movements using Technical Analysis in R	3	3
CO3	To analyse portfolio optimization models and the pricing of fixed income securities using R	4	7
CO4	To analyse credit Risk Modelling using Logistic Regression in R	4	7
CO5	To analyse Financial Data using financial models	4	7

Syllabus

Module 1	Data – Types of financial data .Time Series Analysis in R : Importing stock price Data, Converting of data in to time series data –Decomposition of Time series data in R. Calculation of Returns in R-Daily, Weekly, Monthly & Annual, Graphing techniques, Descriptive Statistics of Returns.
Module 2	Technical Analysis in R: Importing Stock Price Data, Technical Indicators like Support Resistance Levels, Momentum Indicators, Volume Indicators, trend Indicators .Data Analysis using R – Technical Analysis using Quant mod package in R.
Module 3	Portfolio model-Sharpe Model- CAPM model. Fixed Income Securities in R-Measuring market risk for fixed Income securities –Immunization of Fixed income Portfolio-Pricing a Convertible Bond.
Module 4	Credit Risk Modelling using Logistic Regression in R – Credit Default Data Analysis, Fitting Model & predicting the probabilities, checking accuracy. Segmentation of the Financial Customer Data using Cluster Analysis. Factor Analysis of Bank Data.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Introduction to R for Quantitative Finance	George Daroczi , Michael Puhle , MartonMichaletzsky ,ZsoltTulassay, Kata Varadi and Agnes VidovicsDancs	Packt Publishing	2013.
2	"Financial Analytics with R: Building a Laptop Laboratory for Data Science"	Mark Bennett and Dirk Hugen	Cambridge University Press	2016
3	"Python for Finance: Mastering Data-Driven Finance"	Yves Hilpisch	publisher and year	2018

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certificate in Corporate Finance and Analytics	KPMG	Y	Objective	KPMG	Certification Program in Corporate Finance & Analytics - KPMG India

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	R	R	Open Source
2	Python	Python	Open Source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	
	Assignment on Dataset	5	
	Continuous Evaluation - Lab Exercise	5	20
In-Sem Summative	Sem In I	15	
	Sem In II	15	
	Lab internal Exam	10	40
End-Sem Summative	End Sem Examination	24	
	Lab End Semester Exam	16	40

Big Data Analysis and its Applications (BAA)

COURSE CODE	22MB62U10	MODE	Regular	LTPS	2-0-2-0	PRE-REQUISITE	BADM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understanding the concept of Bigdata and its challenges in real-world.	2	PO1,PO7
CO2	Apply the concepts to real-world situations to understand their data structures.	3	PO1,PO7
CO3	Apply different data analytical tools to better understand the role of big data analytics.	3	PO1,PO7
CO4	Applications of big data analytics in real-world.	3	PO1,PO7

Syllabus

Module 1	Introduction to Big Data Analytics:Definition, characteristics, Importance and benefits of big data analytics,Challenges and its considerations.
Module 2	Data Processing and Storage:Distributed file systems (e.g., Hadoop Distributed File System - HDFS),MapReduce programming paradigm,NoSQL databases (e.g., MongoDB, Cassandra),Data Extraction and Preprocessing:Data acquisition and integration,Data cleaning and transformation,Data reduction and feature selection.
Module 3	Big Data Analytics Techniques: Descriptive analytics,Predictive analytics,Prescriptive analytics,Machine learning algorithms for big data.
Module 4	Data Visualization and Interpretation: Visualizing big data,Tools and techniques for data visualization, Storytelling with data. Advanced Topics in Big Data Analytics: Text mining and natural language processing, Social network analysis,Stream processing and real-time analytics, Deep learning for big data,Big Data Applications in all domains. Ethical and Legal Considerations.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Big Data Analytics: Methods and Applications	Saumyadipta Pyne	Chapman and Hall/CRC	2020
2	Big Data Analytics with R and Hadoop	Vignesh Prajapati	Apress	2020

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	CCA Data	Cloudera	Y	Hands on Tasks -120min	Cloudera	https://www.cloudera.com/about

	Analyst			-70% pass.		/training/certification/cdhhdp-certification/cca-data-analyst.html
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Hadoop, MapReduce, YARN	Software	Open Source
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	5	
	Home-Assignment	5	
	Continuous Lab Exercise	10	20
In-Sem Summative	Sem In-Exam –I	15	
	Sem In Exam-2	15	
	Lab Sem In Exam	10	40
End-Sem Summative	End Sem Exam	24	
	Lab Sem End Exam	16	40

Machine Learning with Business Applications (with R and Python) (ML)

COURSE CODE	22MB62U11	MODE	Regular	LTPS	2-0-2-0	PRE-REQUISITE	BADM
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Apply CRISP methodology to understand the flow of Machine learning process.	3	PO1,PO6
CO2	Analyze the data using Feature Engineering concepts.	4	PO1,PO6
CO3	Analyze the data using Supervised Machine learning Algorithms.	4	PO1,PO6
CO4	Analyze the data using Unsupervised Machine learning Algorithms.	4	PO1,PO6
CO5	Analyze the real-time data using any of the supervised or unsupervised ML algorithms.	4	PO1,PO6

Syllabus

Module 1	Introduction to Machine Learning: Human Learning and Machine Learning; types of machine learning; Applications of machine learning in business. Languages and tools in Machine Learning. Framework for Developing Machine Learning Models; Preparing to model; Modelling and evaluation. Brief Overview of Probability and Bayesian Statistics.
Module 2	Basics of Features of Feature Engineering: Feature Transformation ,Feature scaling, Feature Construction and Feature reduction.
Module 3	Supervised Learning: Introduction; Classification: common classification algorithms: naïve Bayes, KNN, Decision trees, Random Forest, Support Vector Machines. Regression: Common Regression Algorithms: Simple Linear Regression and Multiple Linear Regression, Polynomial Regression; Logistic Regression. Business Applications of Supervised Learning Models.
Module 4	Unsupervised Learning: Introduction, Unsupervised Vs Supervised Learning; Unsupervised Learning Models: Dimensionality Reduction, Clustering; Association Rule Mining. Applications of Unsupervised Learning. Basics of Neural Network. Forecasting Overview.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Data Analysis From Scratch with Python	Peters Morgan	AI sciences	2019
2	Machine Learning with Python	Manaranjan Pradhan and DineshKuma	Wiley	2019
3	Machine Learning with R,	Brett Lantz & Manohar Swamynadhan	Packt Publishing	2013

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Machine Learning Expert Certification (CMLE – DS2040)	International Association of Business Analytics Certification	Y	Not Specified	International Association of Business Analytics Certification	https://iabac.org/data-science-certification/certified-machine-learning-expert
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Python	Software	Open Source
2	R	Software	Open Source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	5	
	Home-Assignment	5	
	Continuous Lab Exercise	10	20
In-Sem Summative	Sem In-Exam –I	15	
	Sem In Exam-2	15	
	Lab Sem In Exam	10	40
End-Sem Summative	End Sem Exam	24	
	Lab Sem End Exam	16	40

Over View of Banking ><(OBK)>

COURSE CODE	22MB61B0	MODE	R	LTPS	3-0-0-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the Indian financial system	2	PO1,PO6
CO2	Understand the role of central Bank and commercial banks	2	PO1
CO3	Analyse credit appraisal mechanism and regulatory system of Indian banking Industry.	4	PO6
CO4	Analyse the functioning of various banks	4	PSO2

Syllabus

Module 1	The Financial Services - An overview, Origin and Growth of Indian Banking System, Reserve Bank of India Structure, Role of RBI, Types of Banks,
Module 2	Commercial Banking in India, – Functions of Banks, primary and Ancillary functions of commercial banks, Deposit products –Fee based and fund based activities, Principles of lending, loan products, bank assurance, Types of charges, Types of securities ,letters of Credit – Bank guarantees, off balance Sheet Activities. Basic accounting for Banking, Statement of Sources and uses of Funds, bank’s Profit and loss Account, Books of Accounts in Banks
Module 3	Credit Scoring- Credit appraisal techniques, Credit management and credit monitoring, Priority sector lending, Credit Information bureau (India) limited (CIBIL), Banking Codes and Standards Board of India (BCSBI), Banking Ombudsman Service, Loan Syndication, The Syndication process, Non Performing Assets , Prudential Norms, securitization-.Retail Banking, Corporate Banking, Developments in Corporate banking, Issues/problems. Consortium finance, multiple banking Arrangements, Rural Banking – Sources of Rural Finance, Credit delivery Mechanism in Rural finance, Multi Agency Approach, Regional rural banks (RRBS)
Module 4	National Bank for Agriculture and rural Development (NABARD). Banking Regulation - Monetary policy, Money laundering and prevention of Money laundering Act, Negotiable Instruments Act, Banking Regulation Act, Recent developments and future challenges in banking sector Small Banks, Payment Banks

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Banking Law and Practice in India	P.N. Varshney,	Sultan Chand & Sons-	2010
2	Financial Institutions and Markets- Structure, Growth and Innovations	L.M. Bholem&mJitendraMahakud	Tata McGraw Hill-	2011
3	Bank Management and Financial Services	Peters S. Rose and Sylvia C. Hudgins,	Tata McGraw Hill-	2012
4	Banking Law and Practice	Sukhavinder Mishra	Sultan Chand	2012
5				

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1		Management of Commercial Banking	N			
2			N			

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	Home Assignment & Text Book	10	20
	ALMs	10	
In-Sem Summative	In-Sem Exam-I	20	40
	In-Sem Exam -II	20	
End-Sem Summative	Semester End Exam	40	40

Overview of HealthCare Management (OHM)

COURSE CODE	22MB61D0	MODE		LTPS	3-0-0-0	PRE-REQUISITE	NIL
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the best practices of the healthcare Services	2	1
CO2	Apply knowledge of different types of hospitals and functions of hospitals in the corporate world, applying the principles of medical ethics in hospitals, and understanding the NABH process	4	1
CO3	Applying the knowledge in understanding the various types of services in hospitals	4	6
CO4	Apply, interpret and solve problems in the maintenance of different records. And Perform lifelong learning and professional development to enrich the healthcare services by implementing healthcare information system and analyzing the impact of HIS on performance of hospitals	4	6

Syllabus

Module 1	A Conceptual Approach to Understanding the Healthcare Systems – Evolution – Institutional Settings. Overview of Healthcare Sector in India – Understanding the Hospital Management – Health Policy – levels of healthcare; primary, secondary and tertiary – systems of medicine – Ayurveda, Siddha, Unani, Homeopathy, Yoga, Naturopathy, etc. – Preventive and Curative medical care – General and specialty Hospitals-Pharmacopia. Functional Hospital Organization:
Module 2	Medical specialties: Overview of the functions and sphere of each specialty: oncology, general medicine, cardiothoracic, gastroenterology, urology, nephrology, radiology, psychiatry, endocrinology, neurology, ophthalmology, medical services, surgical services, operation theatre, maternity services, dental services. Hospital code of ethics, medical ethics, standards for hospitals accreditation, accreditation standards for extended care facilities.
Module 3	Clinical & Diagnostic Services: Outpatient Services – Accident and Emergency Services – Inpatient Services – Operation Theatre Services – Intensive Care Unit Services – Nursing Services. Diagnostic and Therapeutic Services: Laboratory Services – Radio Diagnosis and Imaging Services – Radiation Hazards – Blood Transfusion Services – infection control, mortuary services, Pharmacy Services: Role of pharmacy manager, analyzer for pharmacy, drugs management. . Hospital operations management: productive systems in a hospital, Facility Location and Layout, importance of location, factors, Productivity measures, value addition, capacity utilization, productivity – capital operations, front office, billing, staffing, housekeeping, transportation, dietary services, emergency services.
Module 4	Medical Records – Admission – Billing – Nursing Records – Diagnostic Records – Infection Control Records – Maintenance of Operation Theatres Records – Maintenance of Intensive Care Units Records; Clinical Records – Housekeeping Records – Food Records – Engineering Records – Maintenance Records – Security Records – Fatal Documents – Mortuary Maintenance Records – Transportation – Medico-Legal Records, Healthcare Information System.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Hospital Administration & Planning, 2n edition,	A G Chandorkar	Paras Medical Publishers, Hyderabad,	2009
2	Managing a Modern Hospital	Srinivasan, A.V	Response Books, New Delhi,	2008
3	Essentials for hospital support services and physical infrastructure”	Madhuri Sharma	Jaypee publications, New Delhi	
4	Healthcare Management and Administration	S.L. GOEL	Deep & Deep publications pvt. Ltd., New Delhi	2018
5	Healthcare Management	Keiran Walshe & Judith Smith,	TMH	2010

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Professional in Healthcare Quality (CPHQ)	National Association for Healthcare Quality (NAHQ):	N	ONLINE-MCQS	National Association for Healthcare Quality (NAHQ):	https://nahq.org/
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative			
	ALM	10	10
	HOME ASSIGNMENT	10	10
In-Sem Summative			
	SEM IN1	20	20

	SEM IN2	20	20
End-Sem Summative	END SEM	40	40

Overview of Agriculture and Rural Sectors in India ><(OARSI)>

COURSE CODE	22MB61G0	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand and explain the concepts of agriculture and rural sectors	2	1
CO2	Apply the contribution of Agriculture and Rural sectors for the development of Indian economy	3	1
CO3	Apply the knowledge of developmental theories to discuss the degree of development of Economy	3	6
CO4	Analyse the determinants of rural development in India	4	6

Syllabus

Module 1	<p>Elements of Rural Development; Growth versus Development; Why Rural Development; Rising Expectations and Development; Development and Change; Human beings as the Cause and Consequence of Development; Some Dilemmas in Development.</p> <p>Introduction to Agricultural Sector in India: Pre Independence Agrarian System; Agriculture in the Constitution of India; land Resources in India; Small sized holdings – reasons and disadvantages; Cropping patterns of Agricultural Crops; Low Productivity of Indian Agriculture – Causes for Low Productivity.</p>
Module 2	Rural Economy of India: Size and Structure of the Rural Economy; The Characteristics of the Rural Sector; The Role of the Agricultural Subsector; The Role of the Non-Agricultural Subsector; Challenges and Opportunities.
Module 3	Measures and Paradigms of Rural Development: Measures of Level of Rural Development; Measures of Income Distribution; Measures of Development Simplified; Concepts and Measures of Rural Poverty; The Modernisation Theory; Rosenstein-Rodan's Theory of the Big Push; Leibenstein's Critical Minimum Effort Thesis; Gunnar Myrdal's Thesis of Spread and Backwash Effects; The Gandhian Model of Rural Development.
Module 4	Determinants of Rural Development: Changes in Output; Natural Resources; Human Resources Capital; Technology; Organizational and Institutional Framework; Relation between Rural Development and Its Determinants.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Rural Development: Principles, Policies and Management	Katar Singh	Sage Texts	
2	Agriculture and Rural Development in India since 1947	Chnadra Sekhar Prasad	New Century Publication	
3	Rural Management (Edited Book)	S B Verma	Deep & Deep Publications Pvt. Ltd	
4	Rural Development - Indian Context	Manie Ahuja	Gully Baba Publishing House (P) Ltd	
5	Gandhian Vision of Rural Development	Asha Patel	D K Print World Ltd.	

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1		NA				
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	NA		
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	
	Home Assignment	10	
			20
In-Sem Summative	Sem in I	20	
	Sem in II	20	
			40
End-Sem Summative	End Sem Examination	40	
			40

IT Enabled Services (ITES)

COURSE CODE	22MB6110	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	NIL
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the basic concepts of IT enabled services in India	1	2
CO2	Understand the networking communication systems	2	2
CO3	Understand the other Emerging verticals in outsourcing	6	2
CO4	Understand Disaster Recovery Strategies and HR and Quality Issues in IT Enabled Services	6	2

Syllabus

Module 1	Global Outsourcing Market on a Growth Path; The Indian IT Enabled Services Market; The Indian Contract Services Market. Project Work; Networking
Module 2	Data Communication & Computer Networks Infrastructure; Software Technologies & Frameworks The Medical Transcription Market; Back Office Operations, GIS, Animation, Engineering and Design Services
Module 3	Other Emerging verticals in outsourcing , On-line Training. Disaster Recovery Strategies; Business Models Driving IT Enabled Service; India's Challenge in the IT Enabled Services Space.
Module 4	HR and Quality Issues in IT Enabled Services; Challenges Facing the Indian IT Enabled Outsourcing Market.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	The Services Shift	Robert E Kennedy, Ajay Sharma	Pearson Education.	2019
2	The Offshore Advantage	Hillary Kobhayashi Mark	Springer (India) Pvt. Ltd	
3	Operating System Concepts	Abraham Silberschatz, Greg Gagne, and Peter B. Galvin	Wiley	2018
4	The Phoenix Project	Gene Kim, Kevin Behr, and George Spafford	IT Revolution Press	2020
5	Computer Networks: A Systems Approach"	Larry L. Peterson and Bruce S. Davie	Morgan Kaufmann	2018

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	ITIL (Information Technology Infrastructure Library)	ITIL Foundation	Y	MCQs	ITIL Foundation	
2	Six Sigma	The American Society for Quality (ASQ):	Y	Objective	The American Society for Quality (ASQ):	

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Zoho CRM	CRM	Open Source
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	40
	Home Assignment	10	40

In-Sem Summative	Sem In 1	20	50
	Sem In 2	20	50
End-Sem Summative	End Sem	40	100

Pharmaceutical Marketing (PHM)

COURSE CODE	22MB61PO	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Evaluate the marketing environment and its impact on the pharmaceutical industry.	3	P01
CO2	Apply market segmentation techniques to identify target markets within the pharmaceutical industry.	3	P01
CO3	Analyze the impact of branding, packaging, and labeling decisions on pharmaceutical products.	4	P03
CO4	Design effective marketing channels for the distribution of pharmaceutical products	4	P01,P03

Syllabus

Module 1	Marketing Fundamentals and Environment: Meaning, concepts, and importance of marketing-Emerging trends in marketing- Marketing environment and its impact on pharmaceutical industry-Industry and competitive analysis in the pharmaceutical sector-Overview of the Indian Pharmaceutical Industry
Module 2	Consumer Behavior and Market Segmentation: Analyzing consumer buying behavior in the pharmaceutical context-Understanding industrial buying behavior in the pharmaceutical sector-Pharmaceutical market segmentation and targeting strategies-Evaluation and control of pharmaceutical marketing activities-Emerging trends and future challenges in pharmaceutical marketing
Module 3	Product Decision and Branding: Product decision-making process- Classification of products and their characteristics-Product line and product mix decisions-Product life cycle and product portfolio analysis-Product positioning strategies in the pharmaceutical industry-New product development and launch in the pharmaceutical sector-Product branding, packaging, and labeling decisions-Product management practices in the pharmaceutical industry
Module 4	Pricing, Distribution, and Promotion: Meaning, importance, and objectives of pricing-Determinants of price and pricing methods in the pharmaceutical sector-Pricing strategies and issues in price management-Overview of Drug Price Control Order (DPCO) and National Pharmaceutical Pricing Authority (NPPA)-Designing marketing channels in the pharmaceutical industry-Channel members and selection of appropriate channels-Managing channel conflicts-Strategic importance of physical distribution management-Tasks and strategies in physical distribution management-Overview of promotion in pharmaceutical marketing-Determinants of promotional mix and promotional budgeting-Personal selling as a promotional method-Strategic marketing planning, implementation, and evaluation

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Pharmaceutical Marketing: Strategy and Cases	Brent L. Rollins, Thomas V. Lacy, and Debra H. Furr-Holden	Routledge	
2	Pharmaceutical Marketing: Principles, Environment, and Practice	Mickey C. Smith, Daniel Farb, and Terry L. Griswold	Pharmaceutical Press	
3	Pharmaceutical Marketing: Principles, Problems, and Practices	Jain R.K.	CBS Publishers & Distributors	
4	Pharmaceutical Marketing: A Practical Guide	Shalini Sharma	Jaypee Brothers Medical Publishers	
5	Pharmaceutical Marketing: Strategy, Planning, and Implementation	Jean-Michel Rebibou and Neil MacKinnon	Publisher: CRC Press)	

Global Certifications:

Mapped Global Certifications:

S I N o	Title	Certification Provider	Pro c e d (Y/N)	Form at of the Exam	Exa m Prov ider	URL of the Certification
1	Certified Pharmaceutical Industry Professional (CPIP)	International Society for Pharmaceutical Engineering (ISPE)	y	onlin e		https://ispe.org/certification/certified-pharmaceutical-industry-professional
2	Digital Pharma Marketing	NCK Pharma	y	onlin e		https://nckpharma.com/course/certificate-course-in-digital-pharma-marketing/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Power Bi	Microsoft	Open Source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	Active Learning	10	25
	Home Assignments	15	
In-Sem	Sem In 1	17.5	35

Summative	Sem In 2	17.5	
End-Sem Summative	End SEM	40	40

OVER VIEW OF RETAILING (ORT)

COURSE CODE	22MB61R0	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Excel in the functions of a retailer. Student will be aware of the role of a retailer in global economy, career opportunities in retail, retail theories and various retail formats.	2	1
CO2	Gain practical expertise in designing of retail marketing strategies including Retail communication mix and pricing strategies. And understand role of consumer shopping and accordingly designing strategies to give a robust experience to consumers	3	1
CO3	Apply HR programs and identify initiatives to improve operations and Employee retentions	3	6
CO4	Apply measures of financial performance including strategic profit model	3	6

Syllabus

Module 1	Retailing – Meaning, Nature, and Classification- Emergence of Organized Retailing - Indian vs. Global Scenario- Factors Influencing Retailing- Functions of Retailing- Retail as a career -Types of Retailing- Store & Non-Store -Retail Formats- Multichannel Retailing-Issues & Challenges in Multichannel Retailing Servicing the Retail - Customers, Customer service- customer complaints
Module 2	Retail marketing – and branding mix - Retail consumer and factors influencing buying behavior – Segmentation - Targeting- Positioning. Retail Strategies- Developing and applying Retail Strategy- Strategic Retail Planning Process.Retail Organization- The changing Structure of Retail - Concept of Life cycle Retail. Retail pricing strategies.CRM in retailing – process – planning and implementing loyalty programs-Social Marketing in retailing-Impact of Technology E-tailing – Issues and Challenges
Module 3	Human Resource Management in Retailing - Human Resource Planning - Role of Human Resources in Retail Organizations; Recruitment - Selection - Training needs for Employees - Motivation and Performance Appraisal, Compensation and rewarding store Employees
Module 4	Importance of Financial Management in Retailing - Financial Performances and Financial Strategy - Accounting Methods - Strategic Cost Management - Strategic Profit Model-Managing Diversity-Legal and Regulatory issues

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	, Retailing Management - A Strategic Approach,	Barry Berman Joel &R Evans	Pearson Education,	2009.
2	Retailing Management Texts & Cases,	Swapna Pradhan,	3/e-McGraw Hill,	2009.
3	Retailing Management,	Michael Levy, Burton A Weitz, Ajay Pundit-	6/e, The McGraw -Hill Companies,	2008.
4	Retailing Management,	itz, Ajay Pundit-	The McGraw - Hill Companies,	2008.
5	Retail Management,	Chetan Bajaj, Rajnish Tuli, Srivastava, N.V,	Oxford University Press,	2005

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Retailers Association of India (RAI).	the Certified Retail Professional (CRP) certification,	N	MCQs	RAI	https://rai.net.in/academic-membership.php
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	na		
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative			
	ALM	10	
	Home assignment and textbook	10	20

In-Sem Summative			
	Test-1 and test-2	40	40
End-Sem Summative			
	End sem exam	40	40

Banking Service Operations ><(BSO)>

COURSE CODE	22MB62B1	MODE	R	LTPS	3-0-0-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Analyze nature of Banking service operations and role of technology in banking	4	PO1
CO2	Analyze `e.banking mechanism	4	PO3
CO3	Analyse Service Quality Metrics and CRM Practices	4	PO3
CO4	Analyse marketing of banking services and risk management strategies	4	PO6

Syllabus

Module 1	Introduction to Banking Operations: Changing Nature of Banking Operations – Computerisation in Banks, Communication Net work and security considerations. Role and Impact of Technology on banks. E–banking, EProducts and Services offered to Customers
Module 2	Plastic money – Parties to the transaction , Salient Features , Distinction between Credit card , Charge Card , Debit card and Operational aspects, Credit card business in India. Payment and settlement systems: Payment Methods – Types – Financial networks in India – Electronic Funds Transfers (EFTs)– Automatic Teller Machines (ATMs)–Electronic Clearing Service (ECS)–Electronic Data Interchange (EDI)– Real Time Gross Settlement System(RTGS), and Clearing House
Module 3	Risks in E–Banking- Security - Public Key Infrastructure–Digital certificate. Customer Relationship Management – Types of Customers, Financial situation Vs Banking needs, Banker and Customer Relationship, Role and impact of Customer Relationship Management – Stages in Customer Relationship Management, Regulations relating to Know Your Customer, Service Quality - Technical Quality and Functional Quality, Gap analysis, ISO 9000 Certification in Banking Services.
Module 4	Marketing of Services – importance of marketing for Indian banks, characteristics of service product, marketing of financial services and banking services, , Implications of service characteristics for marketing, services marketing mix, Product Life Cycle - New Product development — banking product mix, Bank pricing, Channels for Banking Services, Delivery Strategies in a Bank, — Promotion mix, Role of direct selling agent/ direct marketing agent in a bank - Designing of Service Quality –. Marketing Issues, Risk Management in Banks, loan review mechanism, Capital Adequacy, Basel norms., Mergers and Acquisitions in the Indian banking scenario

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Managing Indian Banks: Challenges ahead	Vasant C Joshi and Vinay V	sage publications	2010
2	theory law and practice Banking	R.Rajesh and sivagnanasithi	Tata McGraw Hill-	2009
3	Risk Management in e- Banking	JayaramKondabagil John	Tata McGraw Hill-	2011
4	Electronic Banking in India	Sukhavinder Mishra	Wiley & Sons	2012
5	Elements of banking and Insurance	JyotsnaSethi and nishwan Bhatia	PHI learning Private limited	2012

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Basics of Digital Marketing	SBI				
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	NA		
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	Home Assignment & Text Book	10	20
	ALMs	10	
In-Sem Summative	In-Sem Exam-I	20	40
	In-Sem Exam -II	20	

End-Sem Summative	Semester End Exam	40	40

MANAGEMENT OF HEALTHCARE OPERATIONS (MHO)

COURSE CODE	22MB62D1	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand the best practices of the health care services and analyze the impact of best practices on service delivery	4	1
CO2	Analyzing the need and significance of knowledge of financial management techniques in corporate hospitals		2
CO3	Evaluate, interpret and solve HR related issues in the hospitals	5	3
CO4	Evaluate the need of lifelong learning and professional development to enrich professionalism by learning production functions and store management functions	5	5
CO5	<CO for Practical – can be deleted otherwise>		
CO6	<CO for Skill – can be deleted otherwise>		

Syllabus

Module 1	Marketing of Health care Services: Over view of services sector, healthcare services marketing; Socio-economic factors, choices and preferences of the customers of health services and the factors influencing them in the selection of hospitals. Healthcare Products and Services, Seven Ps of Health care services; Service quality in selected hospitals with a quantitative approach. Customer Relations management, Marketing practices of the selected corporate hospitals Escorts, Apollo, Bhatia Unit – II: Financial Management in Hospitals: Over view of managing finance in Hospitals. Techniques of Financial analysis – Funds flow analysis, break-even analysis and ratio analysis. Investment Decision: Criteria for investment evaluation – Pay-back period – Discounted cash flow techniques, NPV, P I and I R R
Module 2	Working Capital Management: Concept of working capital and operating cycle – Determinants of working, capital in Hospitals – Estimating working capital requirements financing of working capital – Management of inventories – Inventory control systems – Receivables Management, Cash Management in Hospitals. Unit III: Human Resources Management: Role of HRM in hospitals – Human Resource Planning: process – Recruitment Selection: Recruitment policy – Sources, methods – Selection Process: Training of Employees in hospitals; Wage and Salary Administration; developing wage and salary structure –
Module 3	Working conditions – Safety – Welfare – Employees’ health services. Labor Laws Applicable to Hospitals: Industrial Employment (Standing Order) Act, 1946 – Shops and Establishment Act, 1954 – Employment’s State Insurance Act, 1948 – Employees’ Provident Fund Act, 1952 – Payment of Gratuity Act, 1972 – Maternity Benefit Act, 1961-: Minimum Wages Act, 1948 – Payment of Wages Act ,1936 – Payment of Bonus Act, 1965. Consumer Protection Act 1986 Unit IV: Production and Costs functions: Introduction to Productivity and Work Measurement: Hospital layout, setting work standards

Module 4	techniques of work measurement, time and motion study, standard time, PMT, work sampling, calibration of hospital equipment, Ancillary services Unit V: Store management, Bio-medical waste management, Critical care services, Media management during the crisis, Ethics in Health care Business, Medical Insurance, Healthcare Marketing in the Twenty First Century
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Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Hospital Administration & Planning, 2n edition,	A G Chandorkar	Paras Medical Publishers, Hyderabad,	2009
2	Managing a Modern Hospital	Srinivasan, A.V	Response Books, New Delhi,	2008
3	Essentials for hospital support services and physical infrastructure”	Madhuri Sharma	Jaypee publications, New Delhi	
4	Healthcare Management and Administration	S.L. GOEL	Deep & Deep publications pvt. Ltd., New Delhi	2018
5	Healthcare Management	Keiran Walshe & Judith Smith,	TMH	2010

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Certified Professional in Healthcare Quality	National Association for Healthcare Quality (NAHQ):	N	ONLINE	National Association for Healthcare Quality (NAHQ):	https://nahq.org/
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
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In-Sem Formative			
	ALM	10	10
	HOME ASSIGNMENT	10	10
In-Sem Summative			
	SEM IN1	20	20
	SEM IN2	20	20
End-Sem Summative			
	END SEM	40	40

Management of Agricultural and Rural Development in India <(MARDI)>

COURSE CODE	22MB62G1	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Understand and explain the important areas of management for the development of Agricultural sector in India	2	2
CO2	Understand and explain the important areas of management for the development of Rural sector in India	2	2
CO3	Apply the knowledge of managerial function like planning, organizing, controlling to discuss the management model for the development of agriculture and rural sector	3	3
CO4	Evaluate the role of Government in Agriculture and Rural development	5	3

Syllabus

Module 1	Management of Agricultural Development in India: Agricultural Inputs and Services; Agricultural Workers; Agricultural/Rural Credit; New Agricultural Strategy/Green Revolution; Agricultural Marketing and Trade; Agricultural Price Policy, Food Subsidy and Public Distribution System; Plantation, Horticulture, Animal Husbandry, Dairy Farming and Fisheries; Agriculture/Rural Insurance; Taxation of Agricultural Income; Indian Agriculture and Information Technology; Indian Agriculture and WTO; Government role in policy making and implementation;
Module 2	Mechanism for Agricultural Development. Management of Rural Development in India: Rural Employment; Rural Industries; Education and Training in Rural Areas; Rural Health; Rural Electrification; Rural Transport and Communications; Empowerment of Women, Scheduled Castes (SCs), Scheduled Tribes (STs), Disabled and Older Persons in Rural Areas; E-governance in Rural Areas; Government role in policy making and implementation;
Module 3	Mechanism for Rural Development. Planning and organizing for Rural Development: Levels and Functions of Planning; Decentralization of Planning; Methodology of Micro-level Planning; Methodology for Block and District-level Planning; Organising for Rural Development: Criteria for Designing an Appropriate Organisation; Government Organisations; Panchayati Raj Institutions; Cooperatives; Voluntary Agencies/Non-governmental Organisations
Module 4	Corporations and Rural Development; Financing Rural Development: Domestic Institutional Sources; The Role of Non-institutional Agencies; Deficit Financing or Controlled Inflation; Foreign Sources of Funds. Implementation, Monitoring and Evaluation: Project Implementation; Project Control; Integration and Coordination; People's Participation in Implementation; Project Monitoring; Project Evaluation.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Rural Development: Principles, Policies and Management,	Katar Singh,	Sage Texts, 3 rd edition	2008
2	Agriculture and Rural Development in India since 1947,	Chnadra Sekhar Prasad,	New Century Publication,	2009
3	Rural Management (Edited Book)	S B Verma,	Deep & Deep Publications Pvt. Ltd.	2010
4	Rural Development - Indian Context,	Manie Ahuja,	Gully Baba Publishing House (P) Ltd.,	1 st Edition 2013

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1		na				
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	NA		
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative			
	Operational workout	10	10
	Home assignment and textbook	10	10
In-Sem Summative	Sem in Exam I	20	
	Sem in Exam II	20	
			40
End-Sem Summative			
	End sem exam	40	40
			100

Marketing of Software Solutions (MSS)

COURSE CODE	22MB6111	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Apply the Product and Services based Software Solutions in current market	3	6
CO2	Apply the Key Concepts of IT solutions.	3	2
CO3	Apply the Strategies for planning and management of software related issues	4	6
CO4	Analyze the Management of investment, budget, quality and performance issues	4	4

Syllabus

Module 1	Solutions Marketing - Software Solution, Product based Software Solutions, Services based Software Solutions. IT solutions marketing vis-à-vis marketing other products/services – the key differentiators, Key Concepts of IT solutions
Module 2	Planning and Research before initiating a sales cycle, applying of buyer business, Diagnosis before selling, Developing Strategic alignment with buyers, Applying the Customer and the Pain Points, determining product requirements, Defining solution roadmap and strategy.
Module 3	Strategies for handling Request for Proposals, Account Planning and Management, Customer Relationship Management vis-à-vis Partner Relationship Management – Key to successful long-term relationship building. Management of Software Solutions
Module 4	Investment and Budgeting for IT solutions, Resource Management, Project and Quality Management, Performance Management and Benchmarking, Implementation and Maintenance of IT solutions.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	SoftwareProjectManagement,PearsonEducation	Royce	TataMcGrawHill	2016
2	SoftwareProjectManagement	HugesBob	TataMcGrawHill	2014
3	S.A.,SoftwareProjectManagement,	Kelkar,	PHI	2008
4	SoftwareRequirements&Destinations,	KishorSwapna,	TataMcGrawHill	2012
5				

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Project Management Professional (PMP):	Project Management Institute (PMI)	Y	Objective		
2	Certified Software Development Professional (CSDP):	IEEE Computer Society,	Y	Objective		

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1		Project Management Tools	
2	Test Management Tools		

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	40
	Home Assignment	10	40
In-Sem Summative	Sem In 1	20	50
	Sem In 2	20	50
End-Sem	End Sem	40	100

Summative			

Advanced Pharmaceutical Marketing Management ><(APMM)>

COURSE CODE	22MB62P1	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Apply advanced marketing practices to physicians in pharmaceutical industry.	3	2
CO2	Apply advanced marketing practices to Patients in pharmaceutical industry.	3	2
CO3	Identify the demand for pharmaceutical products based on marketing research	2	7
CO4	Understand Ethical considerations in the marketing of pharmaceutical Products.	2	7

Syllabus

Module 1	Marketing to physicians: Sales force, including call plan development - Journal ads Medical education Speaking and consulting fees Marketing to patients Historical development - Positioning and messaging - Legal and regulatory considerations and principals - Acquisition - Retention - Public relations
Module 2	Marketing to physicians - Sales force, including call plan development - Journal ads - Medical education - Speaking and consulting fees. Marketing to patients Historical development Positioning and messaging o Legal and regulatory considerations and principals Acquisition Retention Public relations The patient/physician dialogue Why it's important Tactics to drive to desired outcome
Module 3	Market research Quick review of traditional market research The difficulties in market research in the pharmaceutical industry Non-traditional market research. The changing media landscape and its effect on pharmaceutical marketing.
Module 4	Ethical considerations in the marketing of pharmaceutical products, Time permitting: very brief overview of other topics, Competition from generics, other influencers! Payers, including HMOs, PBMs, government! Advocacy groups.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Pharmaceutical Marketing in India	Subba Rao Changanti	Excel Publications	
2	Principles of Pharmaceutical Marketing	Mickey C. Smith	Excel series	
3	Marketing Strategy- Planning and Implementation,	Walker, Boyd and Larreche	Tata MC Graw Hill, New Delhi	
4	Marketing,	Dhruv Grewal and Michael Levy	Tata MC Graw Hill	
5	Marketing Management	Arun Kumar and N Menakshi	Vikas Publishing	
6	Rajan Saxena	Marketing Management	Tata MC Graw-Hill	
7	Marketing Management: Global Perspective, Indian Context	Ramaswamy, U.S & Nanakamari S	Macmilan India	

Global Certifications:

Mapped Global Certifications:

Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	Digital Pharma Marketing	NCK Pharma	y	online		https://nckpharma.com/course/certificate-course-in-digital-pharma-marketing/

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1	Power Bi	Microsoft	Open Source

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	Active Learning	10	
	Home Assignments	10	20
In-Sem Summative	Sem In 1	20	
	Sem In 2	20	40
End-Sem Summative	End SEM	40	40

Management of Retail Operations ><(MRO)>

COURSE CODE	22MB62R1	MODE	Regular	LTPS	3-0-0-0	PRE-REQUISITE	Nil
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Course Outcomes

CO#	CO Description	BTL	PO Mapping
CO1	Analyse the factors influencing store location and applying the location strategies including store layout, space planning and store Image.	3	1
CO2	Analyze the store environment and strategies to enhance the store loyalty and Inventory Management.	4	2
CO3	Analyze the promotional strategies, Forecasting techniques and Merchandise Management to manage a Retail Store.	4	2
CO4	Comprehend the importance of supply chain management in retail and analyse Supply Chain Networks.	4	2

Syllabus

Module 1	Setting up Retail Store - Size and space allocation- location strategy, factors affecting the retail location – Research techniques and store layout and space planning. Store Management- Responsibilities of Store Manager -Retail Image.
Module 2	Store Environment- Exteriors, Interiors -Store Ambience-Store Atmospherics- Visual Merchandising - Store Security- Retail Inventory Management- Techniques.
Module 3	Sales Promotion – Importance and Types - Impact of Sales Promotions - Forecasting– Different Forecasting Techniques in Estimating Demand - Retail Merchandising. Role and responsibilities of merchandiser-The process of Merchandise Planning- Merchandise Procurement- Sourcing, Vender selection - Category management – process – Manufacturer’s brands Vs Private label brands.
Module 4	Supply chain management – Definition, Scope, Need and Challenges; Role of Logistics in SCM–Differences in SCM and Logistics - Integrated supply chain planning and supply chain management. Supply chain Drivers and Obstacles- Supply chain Network-Different types of Supply Chain Networks. Cross Docking and Collaborative Planning- Bull Whip Effect. Innovations in Supply chain management.

Reference Books:

Sl No	Title	Author(s)	Publisher	Year
1	Retailing Management Texts & Cases	Swapna Pradhan	McGraw Hill	2020
2	Retailing Mngement,6/e,	Michael Levy, Burton A Weitz, Ajay Pundit	The Mc Graw – Hill Companies	2017
3	Retailing Management-A Strategic Approach,	Barry Berman Joel &R Evans	Pearson Education	2012
4	Retail Logistics and Supply Chain Management, ,	Rajesh Ray	The Mc Graw Hill Companies	2014

Global Certifications:

Mapped Global Certifications:						
Sl No	Title	Certification Provider	Proctored (Y/N)	Format of the Exam	Exam Provider	URL of the Certification
1	the Certified Retail Professional (CRP) certification	Retailers Association of India (RAI)	N	MCQs	RAI	https://rai.net.in/academic-membership.php
2						

Tools used in Practical / Skill:

Sl No	Tool Name	Parent Industry	Open Source/ Commercial
1			
2			

Evaluation Components:

Evaluation	Component	Weightage	Total
In-Sem Formative	ALM	10	
	Home Assignment	10	
			20
In-Sem Summative	Sem in Exam I	20	
	Sem in Exam II	20	
			40
End-Sem Summative	End Sem Examination	40	
			40
