



# DATTA MEGHE INSTITUTE OF MANAGEMENT STUDIES

## **SYLLABUS**

**Applicable from  
August 2023**



Nagar Yuvak Shikshan Sanstha's  
Datta Meghe Institute of Management Studies  
Atrey Layout, Nagpur--- 440 022

*Autonomous Institute Affiliated to RTMNU with NBA accredited MBA Program.*



## **Vision**

**To be the Best known Management  
Institute to provide value based  
knowledge leaders for Business,  
Government and Society.**

## **Mission**

**To develop contemporary  
skillset through Curricular,  
Co-curricular and Extra  
curricular activities.**

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## SEMESTER - I

SEMESTER	COURSE TYPE	COURSE CODE	Course Title	Instruction Hours	Tutorial Hours	Practical Hours	Credits	Internal Assessment		Written Examination		Total Marks		
								MAX	MIN	MAX	MIN	MAX	MIN	
SEMESTER - I	CORE	C3101	Fundamentals of Management	30	0	0	3	40	0	60	12	100	40	
		C3102	Financial Accounting	30	0	0	3	40	0	60	12	100	40	
		C3103	Quantitative Techniques	20	0	20	3	40	0	60	12	100	40	
		C3104	Managerial Economics	30	0	0	3	40	0	60	12	100	40	
		C3105	Organizational Behavior	30	0	0	3	40	0	60	12	100	40	
	AUDIT	A3101	Environment Management	20	-	-	-	-	-	-	-	-	-	-
		A3102	Ethics and Corporate Governance	20	-	-	-	-	-	-	-	-	-	-
	SKILL	S3101	Business Communication	20	0	0	2	40	0	60	12	100		
		S3102	Proficiency Management - (Computer Skills)	20	0	0	2	40	0	60	12	100	40	
	<b>TOTAL</b>				<b>220</b>	<b>0</b>	<b>20</b>	<b>19</b>	<b>280</b>	<b>420</b>	<b>-</b>	<b>700</b>	<b>-</b>	

### A3101, A3102 & A3203 - Audit Courses

A student who fails to attend the workshop & the assessment test, will be denoted with G grade to show that the course is incomplete.



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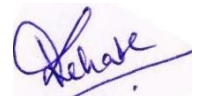
## SEMESTER- II

SEMESTER	COURSE TYPE	COURSE CODE	Course Title	Instruction Hours	Tutorial Hours	Practical Hours	Credits	Internal Assessment		Written Examination		Total Marks	
								MAX	MIN	MAX	MIN	MAX	MIN
SEMESTER - II	CORE	C3201	Cost & Management Accounting	30	0	0	3	40	0	60	12	100	40
		C3202	Financial Management	30	0	0	3	40	0	60	12	100	40
		C3203	Business Law	30	0	0	3	40	0	60	12	100	40
		C3204	Digital Marketing	20	0	20	3	40	0	60	12	100	40
		C3205	Research Methodology	20	0	20	3	40	0	60	12	100	40
		C3206	Fundamentals of Business Analytics	20	0	20	3	40	0	60	12	100	40
	SKILL	S3203	Proficiency Management (Managerial Communication)			40	2	40		60	12	100	
AUDIT	A3203	Employment Enhancement Program (EEP)	80	-	-	-	-	-	-	-	-	-	
<b>TOTAL</b>				<b>230</b>	<b>0</b>	<b>100</b>	<b>20</b>	<b>280</b>	<b>-</b>	<b>420</b>	<b>-</b>	<b>700</b>	<b>-</b>

After Semester II, Students will be in Industry for Internship.



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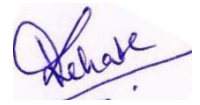
### SEMESTER-III

COURSE TYPE	COURSE CODE	Course Title	Instruction Hours	Tutorial Hours	Practical Hours	Credit	Internal Assessment		Written Examination		Total Marks	
							MAX	MIN	MAX	MIN	MAX	MIN
CORE	C3301	Entrepreneurial Development	30	0	0	3	40	0	60	12	100	40
GROUP-A	SP3301	Specialization – I : Paper 1	40	0	0	4	40	0	60	12	100	40
	SP3302	Specialization – I : Paper 2	40	0	0	4	40	0	60	12	100	40
	SP3303	Specialization – I : Paper 3	40	0	0	4	40	0	60	12	100	40
GROUP-B	SP3301	Specialization – II : Paper 1	40	0	0	4	40	0	60	12	100	40
	SP3302	Specialization – II : Paper 2	40	0	0	4	40	0	60	12	100	40
	SP3303	Specialization – II : Paper 3	40	0	0	4	40	0	60	12	100	40
		Open Elective	40	0	0	4	40	0	60	12	100	40
SKILL	S3304	Proficiency Management (Spreadsheet Modelling)	20	0	40	4	40	0	60	12	100	40
<b>TOTAL</b>			<b>330</b>		<b>40</b>	<b>35</b>	-	-	-	-	<b>900</b>	-

*Note: SP stands for respective specialization*



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**SEMESTER IV**

S E	COURSE TYPE	COURSE CODE	Course Title	Instructio n	Tutorial Hours	Practical Hours	C	Internal Assessment	Written Examination	Total Marks
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								MAX	MIN	MAX	MIN	MAX	MIN
CORE	C3401	Strategic Management	30	0	0	3	40	0	60	12	100	40	
	GROUP-A	SP3404	Specialization – I : Paper 4	40	0	0	4	40	0	60	12	100	40
		SP3405	Specialization – I : Paper 5	40	0	0	4	40	0	60	12	100	40
GROUP-B	SP3404	Specialization – II : Paper 4	40	0	0	4	40	0	60	12	100	40	
	SP3405	Specialization – II : Paper 5	40	0	0	4	40	0	60	12	100	40	
	P3401	Capstone Project	-	-	-	10					200	100	
<b>TOTAL</b>			<b>190</b>	<b>0</b>		<b>29</b>	-	-	-	-	<b>700</b>	-	

Note: Evaluation Pattern

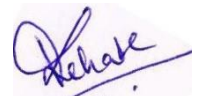
Number of credits of the course	MSE	RE-MSE	ESE
03/04	UNIT 1+UNIT 2+ UNIT 3	UNIT 1+UNIT 2+ UNIT 3	ALL UNITS
02	UNIT 1 + UNIT 2	UNIT 1 + UNIT 2	ALL UNITS

**CREDIT MATRIX**

SEMESTER	CREDITS	MARKS
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FIRST SEMESTER	19	700
SECOND SEMESTER	20	700
THIRD SEMESTER	35	900
FOURTH SEMESTER	29	700
<b>TOTAL</b>	<b>103</b>	<b>3000</b>

Course Component	No. of Courses	Curriculum Content (% of Total Number of Credits of the Program)	Total Number of Credits
Program Core	13	37.8640777	39
Program Electives	10	38.8349515	40
Open Elective	1	3.88349515	4
Capstone Project	1	11.6504854	12
Skill Development Courses	4	7.76699029	8
Audit Courses	3	-	-
Total	32	100	103

## ELECTIVES

ELECTIVE A - FINANCIAL MANAGEMENT		
COURSE CODE	SEMESTER	COURSE NAME
F3301	III	CORPORATE TAXATION
F3302	III	MANAGEMENT OF FINANCIAL INSTRUMENTS
F3303	III	FINANCIAL DERIVATIVES

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F3404	IV	STRATEGIC FINANCIAL MANAGEMENT
F3405	IV	SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT

### **ELECTIVE B - HUMAN RESOURCE MANAGEMENT**

<b>ELECTIVE B</b>		
<b>COURSE CODE</b>	<b>SEMESTER</b>	<b>COURSE NAME</b>
H3301	III	HUMAN RESOURCE ADMINISTRATION: SYSTEMS & PROCEDURES
H3302	III	INDUSTRIAL RELATIONS
H3303	III	HR ANALYTICS
H3404	IV	LEARNING & DEVELOPMENT
H3405	IV	SOCIAL SECURITY LAWS

### **ELECTIVE C- MARKETING MANAGEMENT**

<b>COURSE CODE</b>	<b>SEMESTER</b>	<b>COURSE NAME</b>
M3301	III	CONSUMER BEHAVIOR
M3302	III	PRODUCT AND BRAND MANAGEMENT
M3303	III	MARKETING ANALYTICS
M3404	IV	SALES AND DISTRIBUTION MANAGEMENT
M3405	IV	MARKETING OF SERVICES

### **ELECTIVE D- OPERATIONS& LOGISTICS**

<b>ELECTIVE D</b>		
<b>COURSE CODE</b>	<b>SEMESTER</b>	<b>COURSE NAME</b>
O3301	III	PROJECT MANAGEMENT
O3302	III	TOTAL QUALITY MANAGEMENT
O3303	III	PROCUREMENT AND MATERIAL MANAGEMENT

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03404	IV	SERVICE OPERATION MANAGEMENT
03405	IV	LOGISTICS & SUPPLY CHAIN MANAGEMENT

### ELECTIVE E- BUSINESS ANALYTICS

ELECTIVE E		
COURSE CODE	SEMESTER	COURSE NAME
BA3301	III	BIG DATA ANALYTICS
BA3302	III	CLOUD COMPUTING
BA3303	III	DATA MODELLING
BA3404	IV	SOCIAL MEDIA ANALYTICS
BA3405	IV	MACHINE LEARNING & PREDICTIVE ANALYSIS

ELECTIVE F		
COURSE CODE	SEMESTER	COURSE NAME
HM3301	III	HOSPITAL PLANNING & ADMINISTRATION
HM3302	III	ETHICS & LEGAL ASPECTS IN HEALTH CARE
HM3303	III	PATIENT CARE SERVICES
HM3404	IV	MARKETING OF HEALTH CARE SERVICES
HM3405	IV	HEALTH CARE DELIVERY SYSTEM AND PUBLIC HEALTH IN INDIA

OPEN ELECTIVE		
COURSE CODE	SEMESTER	COURSE NAME
F3301	III	CORPORATE TAXATION
H3301	III	HUMAN RESOURCE ADMINISTRATION: SYSTEMS & PROCEDURES
M3301	III	CONSUMER BEHAVIOR

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03301	III	PROJECT MANAGEMENT
BA3301	III	BIG DATA ANALYTICS
HM3301	III	HOSPITAL PLANNING & ADMINISTRATION

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# SEM-I

## C3101: FUNDAMENTALS OF MANAGEMENT

Course Specification	Particulars					
Type	Core			Credits	3	
Semester	Sem-I			Offered in	Odd Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A


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	24	60	16	<b>100</b>		Sessions/ Case analysis
<b>Course Objective</b>	Fundamentals of Management is a comprehensive introductory course from a manager's perspective, with particular emphasis on the skills, competencies, techniques and knowledge needed to successfully manage an organization. After studying this course, students will be able to understand the fundamentals of vital organizational functions like Marketing, Human resources, operations, logistics along with recent trends in management.					
<b>Course Outcomes</b>	<b>Students will be able to:</b> 1) Apply appropriate management concepts in organisational context (PO1) (PO5) 2) Analyse market opportunity by applying marketing tactics (PO3) 3) Evaluating and selecting right manpower for effective functioning of organization. (PO1) (PO3) 4) Construct a logistic and distribution strategy for business excellence. (PO1) (PO5)					
<b>Unit-1</b>	<b>Basics of Management</b> -Meaning & definition of Management, Nature & Characteristics, Management Functions, Need for Management Principles. Management: Art and Science & as a Profession, Management Vs Administration, Levels of Management & their respective functions. Skills and roles of a manager. <b>Managerial Ethics, Social and Ethical Responsibilities of management.</b>					
<b>Unit-2</b>	<b>Marketing Management</b> - Basics of marketing concepts, developing new market offerings, Market opportunity analysis, Segmentation, target and positioning analysis, Designing Marketing mix by using 4 P's of marketing.					
<b>Unit-3</b>	<b>Human Resource Management</b> - Functions and importance, Job Analysis, Job Designing and Job Evaluation, Human resource planning- Recruitment & Selection					
<b>Unit-4</b>	<b>Operations Management</b> -Nature, Scope, Importance and functions, evolution from manufacturing to operations management, operation strategy, concept of productivity and competitive advantage					
<b>Unit-5</b>	<b>Market logistics Management</b> -Market logistics decisions for Distribution Channels, Developing logistic Strategy. Logistic for business excellence.					
<b>Unit-6</b>	<b>Recent trends and practices in Management</b> - Relevance of human values in management of modern organizations, Crisis management, change management, green management, Managing organisational functions by Integration of Artificial Intelligence (AI)					
<b>Resources</b>	1. V S P Rao & H Krishna (2009). Management Texts and Cases (Edition). EB Publication. 2. S. S. Sherlekar. (2005). Principles of Business Management (Revised edition). Himalaya Publication.					



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	<p>3. Marketing Management: Planning, Implementation and Control- V.S Ramaswamy and S. Namakumari, McMillan Publication</p> <p>4. Human Resource and personnel Management: Text and cases- K. Aswathapa McGraw Hill Publications.</p> <p>5. Production and Operations Management: Concepts, Model and Behaviour by Ronald J. Ebert, Everett E. Adam, Sage Publications.</p> <p>6. Logistic Management by V.V.Sople- Pearson.</p>
<b>SELF STUDY COMPONENT (SSC)</b>	Observe and learn various organisational functions by visiting any service/ manufacturing organisation.

### C3102: FINANCIAL ACCOUNTING

<b>Course Specification</b>	Particulars		
<b>Type</b>	Core	<b>Credits</b>	03
<b>Semester</b>	SEM-I	<b>Offered in</b>	ODD SEM

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<b>Pedagogy</b>	Interactive lecture session with numerical problems.				<b>Standard Specification</b>	6 Units
<b>Evaluation Pattern</b>	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	<b>Mode of Study</b>	Classroom study
	24	60	16	100		
<b>Course Objective</b>	The objective is to arm the students with the basics of Financial Accounting with a practical orientation.					
<b>Course Outcomes</b>	Students will be able to: 1. Understand and apply the accounting concepts, conventions and standards.[P01] [P03] 2. Learning and practicing the Accounting Cycle[P04] 3. Analyzing the Financial Statements of Business Organizations.[P02] [P05] 4. Grasping the technicalities of Inventory and Depreciation[P01] [P02]					
<b>Unit-1</b>	Blind date with Accountancy Evolution of Accounting , Accounting Principles, Traditional and Modern Approaches to accounting, Types of Accounts, Accounting Equation, Difference between IND AS,IAS & IFRS					
<b>Unit-2</b>	Flirting with Accountancy Accounting Cycle, Journal, Ledger, Trial Balance, Final Accounts (Schedule 6 – Verticalform of Balance Sheet & Profit & Loss Account)					
<b>Unit-3</b>	Romancing Accountancy Analysis of Financial Statement using Financial Ratios & Du-Pont Analysis					
<b>Unit-4</b>	Marrying Accountancy Inventory Accounting using different valuation methods, Accounting of Depreciation and its impact on cash flow and income Tax.					
<b>Unit- 5</b>	Liabilities and Equity Accounting for liabilities and Equity, Accounting of short term and long term liabilities such as bond, notes, leases, and stockholder's equity, Examining the					

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	impact of change in liability and equity on financial statements.
<b>Unit- 6</b>	New Emerging Concepts in Financial Accounting Sustainability Accounting and Reporting, Integrated Reporting, Fair Value Accounting, Digital Financial Reporting
<b>Resources</b>	Dr. P.C. Tulsian, CA Bharat Tulsian, Tushar Tulsian."Financial Accounting". S.Chand Publication, (2023) Maheshwari S N and Maheshwari S K, " An Introduction to Accountancy", Vikas Publishing House, 9th Edition, (2018) Gupta, Ambrish, "Financial Accounting for Management. An Analytical Perspective", Pearson Education, 6th Edition, (2018)
<b>SELF STUDY COMPONENT( SSC)</b>	Stock Analysis using Balance Sheet & Financial Ratios

### C3103: QUANTITATIVE TECHNIQUES

Course Specification	Particulars					
<b>Type</b>	Core			<b>Credits</b>	3	
<b>Semester</b>	I			<b>Offered in</b>	Odd Sem	
<b>Pedagogy</b>	Interactive lecture session with activities			<b>Standard Specification</b>	6 Units	
<b>Evaluation Pattern</b>	Mid Sem Exam	End Sem Exam	Teacher's Assessment	<b>Total Marks</b>	<b>Mode of Study</b>	Classroom study

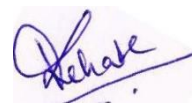
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	24	60	16	100		
<b>Course Objective</b>	To make students identify and diagnose problems and select the appropriate quantitative technique or model for problem solving and decision making and learn to generate optimized results					
<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Apply various quantitative concepts for problem solution. [PO1] [PO2]</li> <li>2. Analyze various quantitative techniques for decision making. [PO2] [PO4]</li> <li>3. Evaluate data using quantitative tools. [PO2]</li> <li>4. Formulate quantitative information to optimize results [PO4] [PO5]</li> </ol>					
<b>Unit-1</b>	<b>Central tendency:</b> Meaning, scope, importance and limitations, applications of descriptive and inferential statistics in managerial decision-making. Measures of Central tendency: Arithmetic mean, median and mode, Calculation of mean, median, mode with excel.					
<b>Unit-2</b>	<b>Dispersion:</b> Range, Quartile deviation, Mean deviation, Standard deviation, Coefficient of variation, Skewness and Kurtosis. Calculation of Range, Quartile deviation, Mean deviation, Standard deviation with excel.					
<b>Unit-3</b>	<b>Regression:</b> Method of Least Squares, Regression Coefficient, Standard Errors of Estimate, Uses and properties of regression coefficient Calculation of correlation and regression in Excel					
<b>Unit 4</b>	Introduction to <b>Linear Programming</b> Problems: Application of Linear programming, General statement and assumptions underlying Linear Programming, Formulation of Linear, Programming Problems, Graphical method for solution of LPP. Unbounded and degenerate solution of LPP.					
<b>Unit-5</b>	<b>Probability:</b> Permutation & Combination, Probability-Definition, basic concepts, events and experiments, random variables, expected value, types of probability					
<b>Unit-6</b>	<b>Introduction to Game Theory:</b> Game models, Two persons zero sum games and their solution, solution of $2 \times n$ and $m \times 2$ games by graphical approach, Solution of $m \times n$ games. <b>Time Series Analysis:</b> Meaning, Components and various methods of time series analysis. Trend analysis: Least Square method - Linear and Non- Linear equations, Time series with Excel <b>Ethical Issues - Data Manipulation</b>					
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. S. C. Gupta &amp; Dr. V. K. Kapoor. Fundamentals of Mathematical Statistics: A Modern Approach. (10th Ed.) Sultan Chand Publication.</li> <li>2. Render, B., Stair Jr., R.M. &amp; Hanna, M.E. (2003). Quantitative Analysis for Management. (10th. Ed.). Prentice Hall.</li> <li>3. KantiSwarup, P.K. Gupta &amp; Man Mohan, Operation research (4th Ed.), Sultan Chand Publication.</li> <li>4. N.D. Vohra, Quantitative Techniques in Management: (3rd Ed) , McGraw Hill Publication</li> </ol>					
<b>SELF STUDY COMPONENT</b>	Linear programming in one variable					



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(SSC)

### C3104: MANAGERIAL ECONOMICS

Course Specification	Particulars					
Type	Core			Credits	03	
Semester	I			Offered in	Odd Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	06 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	The objective of the subject is to impart knowledge to the students about fundamental aspects of the economic principles which are necessary in today's dynamic and Competitive business world. Further the objective is to acquaint the participants with					


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	the application of the economic principles and techniques which are very useful in Solving complex business problems and effective decision making.
<b>Course Outcomes</b>	<p>Students will be able to:</p> <ol style="list-style-type: none"> <li>1. Apply the basic Principles of Economics in various Spheres of Management. (P01)</li> <li>2. Analyze outcomes by using various micro economic tools and concepts. [P01][P02]</li> <li>3. Assess the impact of macroeconomic policies on overall economic development.[P02]</li> <li>4. Evaluate the results of micro and macro-economic decisions on different legal and ethical Business parameters. (P04)</li> </ol>
<b>Unit-1</b>	<b>Introduction to Economics-</b> Basic problems of an economic system (b) Goals of managerial decision making (c) Resource allocation using PPC, Definition, Nature and Scope, Difference between Micro Economics and Macro-Economics. Basic Concepts of Microeconomics, The Uses of Microeconomics, The role of managerial economist.
<b>Unit-2</b>	<b>Demand &amp; Supply Analysis:</b> - What is Economics, Demand, Supply, Equilibrium, Change in Supply and Demand, Elasticity, Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply. Numerical problems on Demand function. Alternate Goals of Managerial Firms (A) Profit maximization (B) Revenue maximization (C) Managerial utility maximization
<b>Unit-3</b>	<b>Production &amp; Cost Analysis-</b> Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, term and long term cost. Average cost curves, cost output relationship & Diseconomies Of scale. Practical Problems on estimation of production function – Cobb- Douglas production function. Numerical problems on cost analysis.
<b>Unit-4</b>	<b>Market Environment:-</b> Perfectly Competitive Market, Short Run vs. Long Run, Equilibrium Analysis, Social Surplus, Dead weight Loss, Market Environment 2- Monopoly, Profit Maximization, Price Discrimination, First Degree, Second Degree, Third Degree, Introduction to Game Theory, Nash Equilibrium, Market Environment 3- Oligopoly, Cournot Game, Bertrand Game
<b>Unit-5</b>	<b>Indian Economy:</b> National Income Accounting, Various Methods of calculating National Income, Concept of GDP, GNP, NNP NDP. Numerical problems on National Income Accounting. An overview of Five year Plan and its importance in Indian Economy. Various sectors of Indian Economy and its importance towards national economic development.
<b>Unit-6</b>	<b>Business cycles &amp; Macro Economic Policies.</b> Concept,Causes&Impactofbusinesscycle, Policy;Inflation&deflation-types,causes,effectsremedialmeasures;Monetary and Fiscal policy-meaning,scopeandinstruments;Factorsdetermining economic environment of



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	Business. Foreign trade: Balance of trade, balance of Payment. <b>Ethical Issues in Fiscal Policies</b>
<b>Resources</b>	<p>1. Robert S. Pindyk and D.L. Rubinfeld, Microeconomics, Edition: 6, Paperback (Special Indian Edition), Pearson Education India</p> <p>2. Hal R. Varian, Intermediate Microeconomics: A Modern Approach, Edition 7, Paperback (Special Indian Edition), Affiliated East West.</p> <p>3. R. Preston McAfee, Introduction to Economic Analysis, Freely available on <a href="http://www.mcafee.cc/Introecon/IEA2007.pdf">http://www.mcafee.cc/Introecon/IEA2007.pdf</a> licensed under the Creative Commons.</p> <p>4. P. L. Mehta , Managerial Economics, Sultan Chand &amp; Sons, New Delhi</p> <p>5. D. N. Dwidevi, Managerial Economics, Vikas Publishing House Pvt. Ltd.</p>
<b>SELF STUDY COMPONENT(SSC)</b>	Current Account Deficit w.r.t India for past 3 years

**C3105: ORGANISATIONAL BEHAVIOUR**

Course Specification	Particulars					
<b>Type</b>	Core				<b>Credits</b>	03
<b>Semester</b>	I				<b>Offered in</b>	Odd Sem
<b>Pedagogy</b>	Interactive lecture session with activities & case studies				<b>Standard Specification</b>	6 Units
<b>Evaluation Pattern</b>	Mid Sem Exam	End Sem Exam	Teacher's Assessment	<b>Total Marks</b>	<b>Mode of Study</b>	Classroom activities, case-study analysis
	24	60	16	<b>100</b>		

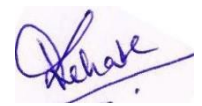
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<b>Course Objective</b>	The course will introduce the concept of organizational behavior. Various important concepts will be covered with different problem-solving methodologies. Case studies and assignments will further augment the understanding of the course.
<b>Course Outcomes</b>	<ol style="list-style-type: none"> <li>1. Apply Theories, Models, Principles and Frameworks of Behaviour in specific organizational settings.[PO1]</li> <li>2. Analyze the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.[PO2][PO5]</li> <li>3. Formulate approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.[PO3][PO5]</li> <li>4. Design strategies to face the challenges in shaping organizational behavior, organizational culture and organizational change.[PO2]</li> </ol>
<b>Unit-1</b>	Foundations of Individual Behavior, Attitudes & Values
<b>Unit-2</b>	Perception: Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). Motivation: Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation.
<b>Unit-3</b>	Group and Team Dynamics : The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness & Team Building.
<b>Unit-4</b>	Leadership: Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, Theories of Leadership.- Trait and Behavioral Theories.
<b>Unit-5</b>	Conflict Management – Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. Organizational Culture: Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity.
<b>Unit-6</b>	Stress at workplace: Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality. Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. K. Aswathappa. (2012). Organisational Behaviour (Text, Cases &amp; Games). 10th Edition. Himalaya Publishing House</li> <li>2. Robbins., Judge &amp; Vohra. (2011). Organisational Behaviour. 14th Edition. Pearson.</li> <li>3. S.S Khanka (2000). Organisational Behaviour. 1st Edition. S. Chand.</li> </ol>



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	4. P. SubbaRao. (2009). Organisational Behaviour. 1st Edition. Himalaya Publishing House Fred Luthans. (2008). Organisational Behaviour. 11th Edition. McGraw Hill.
<b>SELF STUDY COMPONENT (SSC)</b>	Transaction Analysis which will enable the students to understand the behaviour in different ego states

### A3101: ENVIRONMENT MANAGEMENT

Specification	Course	Particulars	
Type	Audit	Credits	NA
Semester	I	Offered in	Odd Sem
Pedagogy	Expert lectures/Group Discussion/ Field visits/any other relevant activities	Standard Specification	3 Units
Assessment Pattern	A student who fails to attend 50% of the total assessment activities conducted, will be denoted with G grade to	Mode of Study	Through various Activities/live visits/expert lectures

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	<b>show that the course is incomplete.</b>		
<b>Course Objective</b>	The major emphasis of the course will be on creating a learning system through which students can acquaint themselves with the challenges in Environment Conservation. This will involve investigation, understanding and internalize the environmental Hazards and their impact on Human Life and Earth. The Course shall also deal with the legal framework of Environment protection and their role in conservation of Environment.		
<b>Course Outcomes</b>	Students will be able to: 1. Apply the importance of environment and its allied problems in the current scenario. (PO1) 2. Categorize the impact of various pollutions on human health. (PO1) (PO2) 3. Evaluate the factors required for sustainable management of environment. (PO1) (PO5) 4. Infer the legal framework related to Environment. (PO4)		
<b>Suggestive Activities Planner (but not limited to)</b>	1.Real Life Environment Management – Video Making in collaboration with CSR Activity 2.Guest Lectures on Future Scope of E-Vehicles and Green Bus with respect to Environment 3. Guest Lecture on Crises Communication in Industry (Disaster Management) 4. Group Activity- Poster Making on Sustainable Business Strategy 5. NEERI Visit 6. Visit To OCW and Report Making 7. SOAKPIT-Students activity.		
<b>Unit-1</b>	<b>Environmental Impact Assessment</b> Introduction to Environmental Impact Assessment (EIA) EIA Process: Screening, Scoping, Assessment, and Review Social Impact Assessment and Stakeholder Engagement  <b>Sustainable Resource Management</b> Water Resource Management and Conservation Energy Management and Renewable Energy Sources Waste Management and Recycling		



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	Sustainable Agriculture and Food Systems Sustainable Forest Management, and The Green Revolution.
<b>Unit-2</b>	<b>Sustainable Innovation and Technology</b> Green Technologies and Innovation (e- vehicle) Environmental Management Information Systems (EMIS) Digitalization for Environmental Sustainability  <b>Risk Assessment and Crisis Management</b> Environmental Risk Assessment and Management Emergency Preparedness and Response Crisis Communication and Reputation Management
<b>Unit-3</b>	<b>Environmental Laws:</b> Case-Bhopal Gas Tragedy, Uphaar Cinema, Delhi The Environment Protection Act of 1986, The Air Prevention and Control of Pollution Act of 1981, The Water Prevention and Control of Pollution Act of 1974, Enforcement of Environmental Laws, The National Green Tribunal.  <b>Emerging Trends in Environmental Management</b> Ecosystem Restoration and Conservation Innovations Social Entrepreneurship and Sustainability
<b>Resources</b>	1.Environmental Management Case Studies" by D. Murali Krishna 2."The Sustainable MBA: The Manager's Guide to Green Business" by Giselle Weybrecht 3."Environmental Risk Management: A Comprehensive Guide to Environmental, Health, Safety, and Security Management" by Joel B. Smith and Robert L. Chapman 4."Effective Crisis Communication: Moving From Crisis to Opportunity" by Robert R. Ulmer 5. "Environmental Management: A Business Management Approach" by Joseph L. Cantor and Lou Dembry 6. "Environmental Impact Assessment: Theory and Practice" by Peter Wathern
<b>SELF STUDY COMPONENT (SSC)</b>	1. Analysis of Real-life Environmental Management Cases 2. Group Projects on Developing Sustainable Business Strategies

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### A3102: ETHICS AND CORPORATE GOVERNANCE

Course Specification	Particulars		
Type	Audit	Credits	NA
Semester	I	Offered in	Odd Sem

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<b>Pedagogy</b>	Expert lectures/Group Discussion/ Field visits/any other relevant activities	<b>Standard Specification</b>	3 Units
<b>Assessment Pattern</b>	A student who fails to attend 50% of the total assessment activities conducted, will be denoted with G grade to show that the course is incomplete.	<b>Mode of Study</b>	Through various Activities/live visits/expert lectures
<b>Course Objective</b>	A course on Business Ethics & Corporate Governance aims to provide students with a comprehensive understanding of the ethical considerations and governance practices that are integral to the functioning of modern businesses.		
<b>Course Outcomes</b>	<b>Students will be able to:</b> 1. Comprehend the relationship between ethics, morals and values in the workplace.[PO1][PO4] 2. Analyze and understand various ethical philosophies to explain how they contribute to current management practices. [PO4] 3. Critically apply understanding of ethics of real-world contexts and gather and analyse information by way of undertaking a research project on a topic relevant to business ethics.[PO2] [PO4] 4. Critically analyze the reasons of systematic failure of corporate governance that could spread from individual firms to entire markets or economies. [PO5]		
<b>Suggestive Activities Planner (but not limited to)</b>	1. Real Life Environment Management – Video Making in collaboration with CSR Activity 2. Guest Lecture on Morale and Values by Ms. Megha Dixit 3. Guest Lecture on Ethics in Management Practices 4. Group Activity- Poster Making on Sustainable Business Strategy 5. Guest Lecture on CSR – E-Toilet and Report Making. 6. Group Activity –Identifying Companies Contributing in CSR.		
<b>Unit-1</b>	<b>Business Ethics:</b> Introduction, Concepts and theories - Introduction, definitions, need for Business ethics, Values and morals, Management and ethics, Normative Theories, – Gandhian Approach, Friedman's Economic theory, Kant's Deontological theory, Mill & Bentham" Utilitarianism theory.		
<b>Unit-2</b>	<b>CSR, Corporate Governance, Globalisation &amp; Business ethics</b> - CSR - Introduction, Advantages, Scope for CSR in India, steps to attain CSR, Prestigious awards for CSR, CSR & Indian Corporations-A Score Card. Introduction, systems of Corporate governance, Indian model of Corporate Governance, OECD principles, Factors facilitating Globalisation, Impact of globalization on Indian corporate and social culture, International codes of Business Conduct, Whistle blowing and its codes.		

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<b>Unit-3</b>	<b>Financial ethics, Marketing Ethics &amp; Ethics in HRM -</b> Areas in Marketing Ethics, Ethics in HRM, <b>Role of HRM in creating an ethical organisation</b> , Financial ethics
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. Business Ethics – Concept &amp; Practice - B. H. Agalgatti &amp; R. P. Banerjee – (Nirali Publication)</li> <li>2. Ethics in Business &amp; Management - R. P. Banerjee (Himalaya Publication)</li> <li>3. Business Ethics. by Crane – Pub. By Oxford Press</li> <li>4. Corporate Governance &amp; Business Ethics – (Text &amp; Cases), U. C. Mathur, Macmillan India Ltd.</li> <li>5. Business Ethics, C S V Murthy, Himalaya Publishing House</li> <li>6. Business Ethics &amp; Corporate Governance, by A.C.Fernando</li> </ol>
<b>SELF STUDY COMPONENT (SSC)</b>	Identify companies contributing in CSR

### S3101: BUSINESS COMMUNICATION

Course Specification	Particulars					
<b>Type</b>	Core			<b>Credits</b>	02	
<b>Semester</b>	I			<b>Offered in</b>	Odd Sem	
<b>Pedagogy</b>	Interactive lecture session with activities & case studies			<b>Standard Specification</b>	03 Units	
<b>Evaluation Pattern</b>	Mid Sem	End	Teacher's	Total	<b>Mode of Study</b>	Exercises,

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	Exam	Sem Exam	Assessment	Marks		debate and skits
	24	60	16	100		
<b>Course Objective</b>	This course is intended to make students understand various Communication Process and the modes of communication. To introduce the students to handle day to day responsibilities like making speeches and giving presentation thus modifying them to become successful and potential managers.					
<b>Course Outcomes</b>	<b>Students will be able to:</b> <ol style="list-style-type: none"> <li>1. Develop and sharpen communication and interpersonal skills [PO2]</li> <li>2. Illustrate an understanding of the different elements of communication [PO3][PO4]</li> <li>3. Demonstrate communication skills that integrate written, verbal and technical communication. [PO5]</li> <li>4. Implement an effective communication skills at workplace. [PO2]</li> </ol>					
<b>NEP</b>	<ul style="list-style-type: none"> <li>- 7C's of Communication – Situational Exercises</li> <li>- Writing Skills – Letter writing , Press Note, Creative Writing</li> <li>- Verbal Skills – GD, Extempore, Debate, Skit &amp; Situational Exercises</li> <li>- Presentation Skills – Delivering Professional Presentation</li> </ul>					
<b>Unit-1</b>	<b>Effective Communication:</b> Introduction, Importance of communication skills in Business Environment, Channels & Types of Communication, Communication Process Models, Barriers to Communication, 7 Cs of Communication. <b>Practical Exercises on Self Introduction, Extempore &amp; GD.</b>					
<b>Unit-2</b>	<b>Effective writing skills :</b> PCs of written communication, Layout of Business Letters, Different types of Business Letters. Email Etiquettes, Making an Agenda for a meeting, Minutes of the meeting, Notices, drafting circular. <b>Practical Exercises on writing skills – situation based.</b>					
<b>Unit-3</b>	<b>Body Language &amp; Business Presentations:</b> Introduction to Body Language, Proxemics, Postures, Gestures, Facial Expressions. Interpreting Non-verbal messages, Tips for effective use of non-verbal Communication. Paralanguage – Volume, Speed, Accent, Stress on particular word, Fillers, Silence.  <b>Presentation Skills :</b> Principles of effective presentation, Planning an effective business presentation, 5 Ps of presentation, Public Speaking-Need, Importance					



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	<p>technique, Do's and Don'ts. Practical Exercises on speeches, extempore.</p> <p>Business Dressing : Dressing for different Corporate Occasions. Do's and Don't's of Corporate Dressing.</p> <p>Professional Image : Appropriate Corporate Attire</p> <p>Practical Exercises based on Presentations.</p>
Resources	C.S Rayudu, "Communication" Himalaya Publishing House, 2012 Chandra P., Rai & Rai, Business Communication – Himalaya Publishing House , 2011
SELF STUDY COMPONENT(SSC)	<b>Email Etiquettes</b>

### S3102: PROFICIENCY MANAGEMENT

Course Specification	Particulars		
Type	Skill	Credits	2

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Semester	I	Offered in	Odd Sem
<b>Pedagogy</b>	Interactive theory and demonstrations with hands-on practice sessions, real-life applications.	<b>Standard Specification</b>	3 Units
<b>Evaluation Pattern</b>		<b>Mode of Study</b>	Through application-based assignments/tasks
<b>Course Objective</b>	This course will help the students to gain Complete knowledge of Excel and Power point, Learn the Formulae and its application, Learn the basic reporting style based on data in the form of tables, graphs, charts etc. Learn the slide shows and business presentations.		
<b>Course Outcomes</b>	Students will be able to : 1. Apply the various component of MS(Office).[ P01] 2. Analyse the data for better presentation[PO2] [PO4] 3. Evaluate various tools of MS (Office) [PO2] 4. Create business documents in MS (Office) [PO4] [PO5]		
<b>Unit-1</b>	MS Word: Document Settings, Text Basics, Text Formatting and saving file, working with Objects, Header & Footers, Working with bullets and numbered lists, Tables, Printing, Mail Merge, Use of MS OneNote & Outlook		
<b>Unit-2</b>	MS Excel: Introduction to Excel, Formatting excel work book, Perform Calculations with Functions, Sort and Filter Data, Create Effective Charts to Present Data Visually, Inserting Column, Pie chart etc.		
<b>Unit-3</b>	MS PowerPoint: Setting Up PowerPoint Environment, Creating slides and applying themes, Working with bullets and numbering, Working with Objects, Hyperlinks and Action Buttons, Working With Video and Sounds, Using SmartArt and Tables, Animation and Slide Transition, Slide show option		
<b>Resources</b>	1. Rajaraman, V. (2004). Introduction to Information Technology. PHI. 2. Turban, Rainer and Potter (2003). Introduction to information technology. John Wiley and sons. 3. Sinha, P.K., Priti Sinha (2002). Foundation of computing. BPB Publications. 4. Ram, B. (2003). Computer Fundamentals. New Age Publication		



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**SELF STUDY  
COMPONENT  
(SSC)**

Design a Web site for E-commerce Company

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# SEM-II

## C3201: COST AND MANAGEMENT ACCOUNTING

	Particulars		
<b>Type</b>	Core	<b>Credits</b>	3

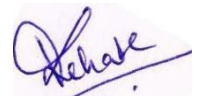
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<b>Semester</b>	SEM-II		<b>Offered in</b>			EVEN
<b>Pedagogy</b>	Interactive lecture session with numerical problems.		<b>Standard Specification</b>			6 Units
<b>Evaluation Pattern</b>	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	<b>Mode of Study</b>	Classroom study
	24	60	16	100		
<b>Course Objective</b>	To help in imbibing the skill of costing and its application in managerial decision making.					
<b>Course Outcomes</b>	Students will be able to: 1. Application of costing methods.[PO1] 2. Analysis of the customization of per unit cost with respect to Operating Costing [PO2] 3. Calculation of Activity Based Costing[PO4] 4. Controlling the variance of budgeting using actual results.[PO2] [PO5]					
<b>Unit-1</b>	Introduction of Cost & Management Accounting Cost Concepts, Classification of cost, Cost ascertainment, Cost allocation, Cost control, Preparation of Cost Statement, Job Costing for Manufacturing Concerns,					
<b>Unit-2</b>	Methods of Costing Absorption Costing vs Marginal Costing Systems; Cost Volume Profit analysis					
<b>Unit-3</b>	Activity Based Costing (ABC) Concept, System & Limitations, Cost Allocation Process under ABC system, Advantages of ABC System over Traditional Costing System					
<b>Unit-4</b>	Budget and Budgetary Control Concept of Budget, Concept of Budgeting, Concept of Budgetary Control, Process of Budgeting, Fixed Budget, Flexible Budget, Functional Budgets, Cash Budget, Master Budget					
<b>Unit-5</b>	Costing for Service and Non-profit Organizations  Costing for service organizations, Costing for non-profit organizations Cost allocation methods in service and non-profit sectors, Performance measurement in service and non-profit sectors					



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<b>Unit-6</b>	Costing for Decision Making  Relevant costs and differential analysis Make or buy decisions Pricing decisions and customer profitability analysis Capital budgeting and investment decisions
<b>Resources</b>	<ol style="list-style-type: none"><li>1. Srikant M. Datar, Madhav V.Rajan, "Horngren's Cost Accounting" Pearson Education, Sixteenth Edition, (2017)</li><li>2. "Management Accounting: Principles and Applications" by Reimers, Bhimani, and Horngren</li><li>3. Bhagwati Pillai . Cost Accounting.</li><li>4. Dr.P.C.Tulsian, Cost &amp; Management Accounting. Taxman Publication</li><li>5. Handbook of ICAI</li></ol>
<b>SELF STUDY COMPONENT (SSC)</b>	Preparation of tender and quotations

**C3202: FINANCIAL MANAGEMENT**

Course Specification	Particulars		
Type	Core	Credits	3

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Semester	II				Offered in	Even Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Numerical, case studies
	24	60	16	100		
Course Objective	To provide necessary inputs to the students in form of concepts, theories and practices of financial management techniques related to capital expenditure / investment decisions.					
Course Outcomes	<b>Students will be able to:</b> 1. Apply the concept of Financial Management in practical sphere (PO1)(PO4) 2. Analysis of Capital investment decisions by applying financial techniques (PO2) 3. Develop the investment strategies for day-to-day functioning of the business (PO1)(PO2) 4. Evaluate the financial policies and functional efficiencies of the organisation (PO4)					
Unit-1	Long-term Investment Decisions: Capital Budgeting–Identification of Cash Flows and Long-term Investment Decisions: Capital Budgeting–Identification of Cash Flows and evaluation of proposals, Risk and Uncertainty Analysis, Certainty Equivalent Approach, Sensitivity Analysis, Probability Distribution Approach and Decision Tree Approach					
Unit-2	Leasing, Hire-purchase & Project Finance-Types of leases, rationale for leasing, Mechanics of leasing, operating lease, Leasing as financial decision, Lease Vs borrow & buy evaluation, Hire purchase arrangement, Choice between leasing & hire purchase, Project finance – Private Equity, Venture Capital.					
Unit-3	Capital structure & Value of firm - Assumptions & definitions, NI approach, NOI approach, Traditional Position, MM position, Taxation & capital structure, Trade off theory, Signalling theory , Pecking order theory, Factors					
Unit-4	Mergers & Acquisitions – M & A –Exchange ratio, evaluation of mergers using financial modelling, M&A as capital budgeting decision, Economic value added & market value added Taxation aspects.					
Unit-5	Management of Cash - Motives of holding cash, factors determining the cash balance, Managing the cash flow, Cash budget, Reports for control, Cash collection & disbursement, Options for investing surplus funds & strategies for managing surplus funds, Models- The Baumol model, The Beranek Model, The Miller-Orr					

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	Model. Management of Receivables - Credit policies, Evaluating the debtors, Credit analysis & decision, Credit terms & collection policies, Control of accounts receivables, Heuristic approach, Factoring and forfaiting
<b>Unit-6</b>	Working capital management - Concept, Significance, Types. Adequacy of Working Capital, Factors affecting Working Capital needs, Problems on Working Capital Estimation & Working Capital Cycle.
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. Dr. R. P. Rustagi. Financial Management. Taxmann</li> <li>2. S. M. Inamdar. Financial Management. Everest Publishing house</li> <li>3. Ravi Kishore. Financial Management. Taxmann's, New Delhi</li> <li>4. Financial Management, I.M. Pandey, Vikas Publishing House, New Delhi.</li> <li>5. Sharma &amp; Gupta, Financial Management, Kalyani Publishers</li> <li>6. Prasanna Chandra, Financial Management, Tata McGraw Hill</li> <li>7. M. Y. Khan, Financial Management, Tata McGraw Hill</li> <li>8. Shashi K Gupta &amp; R.K. Sharma. Financial Management-Theory &amp; Practice. Kalyani Publications</li> </ol>
<b>SELF STUDY COMPONENT (SSC)</b>	<b>Corporate Restructuring: Mergers &amp; Acquisitions</b>

**C3203: BUSINESS LAW**

Course Specification	Particulars					
<b>Type</b>	Core			<b>Credits</b>	3	
<b>Semester</b>	II			<b>Offered in</b>	Even Sem	
<b>Pedagogy</b>	Interactive lecture session with activities & case studies			<b>Standard Specification</b>	6 Units	
<b>Evaluation Pattern</b>	Mid Sem Exam	End Sem	Teacher's Assessment	<b>Total Marks</b>	<b>Mode of Study</b>	Classroom study

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		Exam				
	24	60	16	100		

<b>Course Objective</b>	This course is intended to make students understand various social, political, legal and economic and other factors that influence businesses in India so as to enable them appreciate associated opportunities, risks and challenges and their relevance for managerial decisions.
<b>Course Outcomes</b>	<b>Students will be able to:</b> 1. Apply basic legal knowledge for business transactions. (PO1) 2. Analyse the legal cases related to business. (PO2) (PO3) 3. Evaluate the provisions of various acts. (PO4) (PO1) 4. Interpret the law with appropriate remedies. (PO2)
<b>Unit-1</b>	Law of Contract 1872- Nature of contract and essential elements of valid contract, Offer and Acceptance, Consideration, Capacity to contract and free consent, Legality of object. Unlawful and illegal agreements, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract. Indemnity and guarantee.
<b>Unit-2</b>	Negotiable Instruments Act 1881: Negotiable Instruments- Promissory Note, Bills of Exchange, & Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties. Procedure to be followed in case of dishonor of cheques.
<b>Unit-3</b>	The Companies Act 2013 - Definition & characteristics of a company, Types of Companies, Provisions relating to incorporation: Memorandum of Association, Doctrine of ultra-vires, Articles of Association, Doctrine of indoor management & constructive notice, Company Meetings, Resolutions, Concept of Prospectus. Role & duties of promoter, transfer and transmission; Management – Appointment of Directors, Powers, duties, & liabilities of Directors. Winding Up of a Company
<b>Unit-4</b>	Information Technology Act 2000- Object and Scope of the IT Act, digital signature-digital signature certificate, <b>electronic Governance and its ethical implications</b> , Electronic records certifying authorities, penalty and adjudication. Goods And Services Tax (GST) , Alternative Dispute Redressal, Arbitration and conciliation act 1996
<b>Unit-5</b>	Sale of Goods Act 1930:- Introduction, Definitions, Formalities of the contract of sale, Distinction between 'sale' and 'agreement of sell, Distinction between 'sale and hire purchase agreement' Conditions and Warranties, Transfer of property as between the seller and the buyer, Rights of an unpaid seller .
<b>Unit-6</b>	Consumer Protection Act, 1986: Definitions of Consumer, Goods, Service, Complaint, Complainant, Unfair Trade Practices, Restrictive Trade Practices, Rights of Consumers, Relief available against complaint, Consumer Protection Councils, Consumer Disputes Redressal Agencies.

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<b>Resources</b>	<ol style="list-style-type: none"><li>1.AkhileshwarPathak: Legal Aspects of Business, TMH, 3/e, 2009</li><li>2. K.R. Bulchandani: Business Law for Management, Himalaya, 2008</li><li>3. SushmaArora: Business Laws, Taxmann's (UE) Second edition, 2014.</li><li>4. Tulsian: Business Law, TMH, 2008.</li><li>5. N.D.Kapoor: Mercantile Law, Sultan Chand &amp; Sons, 2009. .</li><li>6. S.N.Maheshwari&amp;Maheshwari: Business Law and Regulation,Himalaya,,2008</li><li>7. Business Law, Seth, Pearson Education Asia</li></ol>
<b>SELF STUDY COMPONENT (SSC)</b>	Case Studies of real verdicts

**C3204: DIGITAL MARKETING**

Course Specification	Particulars					
Type	Core			Credits	3	
Semester	II			Offered in	Even Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study

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	24	60	16	100		
<b>Course Objective</b>	To understand the basic concepts of digital marketing and importance of social media Platforms in Digital Marketing.					
<b>Course Outcomes</b>	<b>Students will be able to:</b> 1) Apply the techniques of Digital Marketing to different business situations. (PO1) 2) Analyse the various tools of social media marketing. (PO2 )(PO3) 3) Measure the impact of online advertising on customer. (PO4) 4) Design a digital marketing campaign for a real organization. (Goods, services, e-products/ e-services.) (PO5)					
<b>Unit-1</b>	<b>Introduction to Digital Marketing-</b> Fundamentals of Digital marketing & Its Significance, Traditional marketing Vs Digital Marketing, Evolution of Digital Marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities.					
<b>Unit-2</b>	<b>Search Engine Optimization (SEO):</b> How Search engine works, SEO Phases, History Of SEO, What is Googlebot (Google Crawler), Types Of SEO technique, Keywords, Keyword Planner tools					
<b>Unit-3</b>	<b>Mobile Marketing:</b> Mobile and App based marketing, mobile consumers, mobile marketing campaigns, video marketing, email marketing					
<b>Unit-4</b>	<b>Social Media Marketing:</b> Introduction, importance, types of SMM-Facebook, Twitter, Instagram, what's app, LinkedIn, YouTube, Strategy and campaign. <b>Ethical issues in SMM.</b>					
<b>Unit-5</b>	<b>Content Marketing:</b> Meaning of content, writing messages and creating content, content marketing channels and plans, User generated content.					
<b>Unit-6</b>	<b>Marketing Automation-</b> Concept, benefits and tools. Influencer marketing- Concept, its working and limitations. Podcast Marketing-Concept and reasons for its growth.					
<b>Resources</b>	1. Digital Marketing –Kamat and Kamat-Himalaya 2. Marketing Strategies for Engaging the Digital Generation, D. Ryan, 3. Digital Marketing, V. Ahuja, Oxford University Press 4. Digital Marketing, S.Gupta, McGraw-Hill 5. Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition					
<b>SELF STUDY COMPONENT (SSC)</b>	Creation of Web Portal					

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**C3205: RESEARCH METHODOLOGY**

Course Specification	Particulars					
Type	Core			Credits	3	
Semester	II			Offered in	Even Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study

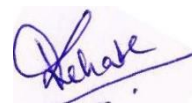
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	24	60	16	100	
<b>Course Objective</b>	To make students identify and diagnose problems and select the appropriate quantitative technique or model for problem solving and decision making and learn to generate optimized results.				
<b>Course Outcomes</b>	<b>Students will be able to:</b> 1. Choose the right type of Research Technique (PO1) 2. Examine the various research outcomes (PO2) 3. Justify the research findings (PO2) [PO4] 4. Formulate the business solutions based on research findings. (PO2) (PO5)				
<b>Unit-1</b>	Introduction to Business Research- Meaning, Objectives & Types of research, Research process, Research Application in Business Decisions, Features of a Good Research Study				
<b>Unit-2</b>	Formulation of Research Problem & Research Design –Defining Research Problem, Theoretical Foundation & Model Building, Hypothesis formulation, Research Design, Types of Research Design, Research Design Process				
<b>Unit-3</b>	Data Collection: Primary and secondary data, Data collection methods, Qualitative & Quantitative Data, Questionnaire Designing, Types of Questions, Physical Characteristics of Questionnaire.				
<b>Unit 4</b>	Sampling & Scaling Techniques: Sampling Concepts, Sampling Design, Types of Sampling Techniques, Determination of Sample Size, Scales & Types of Measurement Scales, Data Coding				
<b>Unit-5</b>	Hypothesis Testing: Concept of Hypothesis Testing, Steps in Hypothesis Testing, Type I & Type II Error, Parametric & Non Parametric Test. Data Analysis: Concept of Univariate, Bivariate & Multi variate Analysis .				
<b>Unit-6</b>	Report writing & Presentation of Results: Need for effective Documentation, Types of research reports, Report Preparation & Presentation, Report Structure, Report writing : Report formulation, Guidelines for effective documentation, Presenting Tabular Data & Visual Representation. <b>Ethical Issue- Plagiarism</b>				
<b>Resources</b>	1. Dr Chawla, D & Dr Sondhi, N. Research Methodology: Concepts and Cases. Vikas Publications 2. Beri, G C. Marketing Research (third edition). McGraw Hill 3. Dwivedi Research Methods in Behavioural Science. Macmillan 4. Bennet, R. (1993). Management Research. ILO 5. Salkind, Neil J. (1997). Exploring Research. Prentice – Hall 6. Naval Bajpai. Business Research Methods. Pearson Publication 7. Zikmund. Business Research Methods. Thomson Learning Books				
<b>SELF STUDY COMPONENT (SSC)</b>	Field Survey and report submission.				



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**C3206: FUNDAMENTALS OF BUSINESS ANALYTICS**

Course Specification	Particulars					
Type	Core			Credits	3	
Semester	II			Offered in	Even Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study & Lab
	24	60	16	100		


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<b>Course Objective</b>	In this course, Students will learn how to identify, evaluate, and capture business analytic opportunities that create value and support decision-making.
<b>Course Outcomes</b>	<p><b>Student will be able to:</b></p> <ol style="list-style-type: none"> <li>1. Utilize business analytics techniques.(PO1)(PO4)</li> <li>2. Compare the types of Business Analytics .(PO1)(PO2)(PO5)</li> <li>3. Choose the suitable Business Analytics Technique.(PO2)(PO5)</li> <li>4. Design Business Solutions.(PO2)(PO5)</li> </ol>
<b>Unit-1</b>	<b>Introduction</b> :Analytics & Types of Analytics ,Concept of BA, Business Analytics Process, Relationship of BA Process and Organization, Decision-Making Process with BA, Application of BA in the functional area of Organization. KPI of the Departments
<b>Unit-2</b>	<b>Visualizing and Exploring Data:</b> Data Visualization, Dashboards, Creating charts in Ms-Excel, Ms-Excel Data Visualization Tools, Data queries: Tables, Sorting and Filtering, Exploring Data with PIVOT Tables. Practical on Ms-Excel.
<b>Unit-3</b>	<b>Descriptive Analytics:</b> Population and Samples, Measures of Location, Measures of Dispersion, Measures of Association. Practical on R software.
<b>Unit-4</b>	<b>Predictive Analytics:</b> Modelling Relationships and Trends in data, Simple Linear Regression, Multi Regression Models, Statistical Forecasting Models, Forecasting models for Stationary Time Series. Practical on R software.
<b>Unit-5</b>	<b>Spreadsheet Modelling and Analysis:</b> Strategies for Predictive Decision Modelling, Building Models using simple mathematics, Building models using influence diagrams, Implementation of models on spreadsheets, Spreadsheet applications in Business Analytics. Practical Ms-Excel.
<b>Unit-6</b>	<b>Prescriptive Analytics</b> : Building Linear Optimization Models, Identifying elements for an optimization model, Translating Model information into Mathematical Expression, Implementing Linear Optimization Models on Spreadsheets, Solving Linear Optimization Models , Practical using Solver.
<b>Resources</b>	<p><b>Reference Books:</b></p> <ol style="list-style-type: none"> <li>1. Business Analytics Principles, Concepts, and Applications, What, Why, and How, Marc J. Schniederjans, Dara G. Schniederjans, Christopher M. Starkey, Pearson, 2014</li> <li>2. Business Analytics by James R. Evans, 2nd edition; Publisher: Pearson; ISBN-13: 9780321997821</li> <li>3. Business Analytics for Managers, Gert Laursen, Jesper Thorlund, Wiley Publication</li> <li>4. Montgomery, Douglas C., and George C. Runger. Applied statistics and probability for engineers. John Wiley &amp; Sons, 2010</li> <li>5. Hastie, Trevor, et al. The elements of statistical learning. Vol. 2. No. 1. New York: springer, 2009</li> </ol>



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**SELF STUDY  
COMPONENT  
(SSC)**

**Various types of Graphs**

**S3203: PROFICIENCY MANAGEMENT  
(MANAGERIAL COMMUNICATION)**

<b>Course Specification</b>	<b>Particulars</b>					
<b>Type</b>	Skill			<b>Credits</b>	2	
<b>Semester</b>	II			<b>Offered in</b>	Even Sem.	
<b>Pedagogy</b>	Interactive lecture session with activities & case studies			<b>Standard Specification</b>	03 Units	
<b>Evaluation Pattern</b>	Mid Sem Exam	End Sem Exam	Teacher's Assessment	<b>Total Marks</b>	<b>Mode of Study</b>	Classroom study

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	24	60	16	100		
<b>Course Objective</b>	The course aims to develop all forms of communication skills of the students to enable them to conduct well in any business process without any communication barrier. To train students to enhance their skills in written as well as oral Communication through practical conduct of this course. This course will help students in understanding the principles & techniques of business communication.					
<b>Course Outcomes</b>	<b>Students will be able to:</b> <ul style="list-style-type: none"> <li>• Convert the conceptual understanding of communication into everyday practice [PO1]</li> <li>• Create a learner-language interface enabling students to exercise control over language use [PO2]</li> <li>• Select appropriate organizational formats and channels used in developing and presenting business messages.[PO3] [PO4]</li> <li>• Deliver an effective oral business presentation.[PO3]</li> </ul>					
<b>Unit-1</b>	<b>Oral Presentation:</b> Role of business presentations, Planning and Organizing Presentation, Developing Visual Support for Business presentation, Practicing and Delivering Presentation - Refining your delivery. <b>Business Pitch:</b> 10 steps in Pitching, Elevator Pitching					
<b>Unit-2</b>	<b>Business Writing :</b> Norms for Business Letters – Letter for different kinds of situations – Personalized stand letters, customers' complaints, enquiry letter, Job Application letters, Preparing agenda, Minutes, drafting circular.					
<b>Unit-3</b>	<b>Business Etiquettes :</b> Netiquettes, Dos & Don'ts of email writing. Greetings, handshake, professional demeanour					
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Business communication – PC Bhatia – Ane books Pvt ltd., - <a href="http://www.anebooks.com">www.anebooks.com</a>. 2. Business communication, principles and methods and Techniques – Nirmal singh</li> </ul>					
<b>SELF STUDY COMPONENT (SSC)</b>	Press Release					



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**SEM-III**



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### C3301: ENTREPRENEURIAL DEVELOPMENT

Course Specification	Particulars					
Type	Core			Credits	3	
Semester	III			Offered in	Odd Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		

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<b>Course Objective</b>	This course will enable the students to understand the ways to start a new venture - creating business plan and strategies for growth of the startup. The course also enables the students with an understanding of the role and personality of the entrepreneur, and a range of skills aimed at successful planning of entrepreneurial ventures.
<b>Course Outcomes</b>	<b>Students will be able to:</b> <ol style="list-style-type: none"><li>1. Develop an understanding of the nature of entrepreneurship. [PO1]</li><li>2. Identify and build a viable business model. [PO2]</li><li>3. Analyse driving forces of new venture success. [PO1] [PO3]</li><li>4. Design a successful business plan. [PO4]</li></ol>
<b>Unit - 1</b>	<b>The entrepreneurial mindset:</b> Characteristics, Nature, Types, Functions of Entrepreneur - Distinction between an Entrepreneur and a Manager, Growth of Entrepreneurship in India, Challenges faced by an entrepreneur, start ups in India, role of entrepreneurs in economic development, the future of entrepreneurs, entrepreneurial process, role models, intrapreneurship.
<b>Unit - 2</b>	<b>Women Entrepreneurs:</b> Evolution, Factor affecting women entrepreneurship, challenges faced, remedial measures, case study.
<b>Unit - 3</b>	<b>Entrepreneurship Trends</b> - Strategic Management, Forms of Ownerships, Franchising, Mergers and Acquisitions, Career Planning, Choice of Entrepreneurship as a Career, Cases from Indian Industry.
<b>Unit - 4</b>	<b>Starting the Venture:</b> Sources of new Idea, methods of generating ideas, creative problem solving, opportunity recognition, product planning and development, opportunity recognition, Business Structure, Creating a Business Plan, Market Size Analysis, financial support for Business.
<b>Unit - 5</b>	<b>Entrepreneurial Support Systems</b> -Activities of SIDBI, EDI, NIESBUD, DIC, NABARD. Government schemes – MUDRA, PMEGP, Startup India/ Stand Up India Agency supporting entrepreneurial development Industrial estates.
<b>Unit - 6</b>	<b>Family business in India:</b> The Founder, The Next Generation, Entry of Family Members, Non family Managers, Succession, Corporate Social Responsibilities, Corporate Governance, Business Cases, Best Practices
<b>Resources</b>	<ul style="list-style-type: none"><li>• Kuratko, Donald F. Entrepreneurship: (2010) Theory, Process, Practice 9th Edition. Mason, Ohio: South-Western Cengage Learning.</li><li>• EntrepreneurialDevelopment-S.S.Khanka(S.Chand&amp;Co.)</li><li>• EntrepreneurshipDevelopment-E.Gorden,KNatarajan(Himalaya PublishingHouse,Delhi)</li></ul>
<b>SELF STUDY COMPONENT(SSC)</b>	Growth Strategies

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## **ELECTIVE A – FINANCIAL MANAGEMENT**

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**F3301: CORPORATE TAXATION**

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	SEM-III				Offered in	ODD Sem
Pedagogy	Interactive lecture session with numerical problems.				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		

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<b>Course Objective</b>	To equip the students with all technicalities related to the Corporate and related taxes that are levied on a Company.
<b>Course Outcomes</b>	<b>Students will be able to:</b> 1. Grasping all important concepts related to tax levy of a Corporate Assessee.[PO1] 2. Imbibing the understanding of Company's taxability under various heads.[PO2] [PO3] 3. Application of MAT and AMT[PO4] 4. Analyzing the effect of GST in eliminating cascading effect. [PO1] [PO5]
<b>Unit-1</b>	<b>Fundamentals of Corporate Tax</b>  Company [Section 2(17)], Classes of Companies, Association of Persons (AOP), Body of Individuals (BOI), Local Authority. Artificial Persons, Concept of revenue and capital receipts, Tax Slabs for Domestic Company (Updated), Taxability of Domestic Corporations and Foreign Corporations, Calculation of Net Income for Corporates.
<b>Unit-2</b>	<b>Corporate Tax Planning</b>  Basics of Corporation Tax Planning, Corporate Tax Rebates, Calculation of Dividend Distribution Tax, Components of Income of a company - Profits and Gains from the Business & Profession, Capital Gains, Earnings from House Property, Earnings from other sources like interests, lotteries, etc
<b>Unit-3</b>	<b>Minimum Alternate Tax and Alternate Minimum Tax</b>  Objective of levying MAT, Basic provisions of MAT, Numerical Problems on MAT, Applicability and non-applicability of MAT, MAT credit, Numerical Problems on MAT Credit, Provisions relating to AMT, Rate of AMT, Numerical Problems on AMT
<b>Unit-4</b>	<b>Goods &amp; Service Tax</b>  Basis of charge, Taxable event, Flow of the tax credits, Registration Time of Supply, Place of Supply, reverse charge mechanism(RCM),Input Tax Credit, Calculation of GST
<b>Unit-5</b>	<b>Exceptional Situations in Corporate Tax Planning</b>  Tax planning with reference to specific management decisions-Make or buy; own or lease; section 43B. Tax planning with reference to employees' remuneration. Tax planning with reference to sale of scientific research assets.
<b>Unit-6</b>	<b>Areas of Tax Planning</b>

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	Tax planning with reference to setting up of a new business: Locational aspect, nature of business, form of organization. Tax planning with reference to financial management Decision -Capital structure, dividend including deemed dividend and bonus shares
<b>Resources</b>	incometaxindia.gov.in ICAI Study Material V.K.Singhania, KapilSinghania, Monica Singhania, (2022).Corporate Tax Planning and Business Tax Procedures with Case Studies, Taxmann Publications
<b>SELF STUDY COMPONENT (SSC)</b>	Studying the Corporate Tax figures produced by Reputed Companies and related case laws

**F3302: MANAGEMENT OF FINANCIAL INSTRUMENTS**

<b>Course Specification</b>	<b>Particulars</b>					
<b>Type</b>	Specialization				<b>Credits</b>	04
<b>Semester</b>	III				<b>Offered in</b>	Odd Sem.
<b>Pedagogy</b>	Interactive lecture session with activities & case studies				<b>Standard Specification</b>	06 Units
<b>Evaluation</b>	Mid Sem	End Sem	Teacher's	<b>Total</b>	<b>Mode of Study</b>	Classroom

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Pattern	Exam	Exam	Assessment	Marks		study
	24	60	16	100		
<b>Course Objective</b>	This course is offered as a finance specialization mandatory course for the MBA program. It prepares students for careers in Banking and Finance industry. Students opting for this specialization understand the various aspects related to management of banks from a macro perspective mainly along with making students understand the concept and practice of insurance business.					
<b>Course Outcomes</b>	Students will be able to: <ol style="list-style-type: none"><li>1. Apply the concept of insurance and its general procedure in practical sphere.[PO1]</li><li>2. Analysing the financial instruments and their performance.[ PO2] (PO4)</li><li>3. Evaluate the impact of Interest rates changes to banking sectors.[ PO2]</li><li>4. Risk Assessment of Mutual Fund Schemes. [PO2][PO4]</li></ol>					
<b>Unit-1</b>	Introduction to Financial System: Overview of Financial System, Components of Financial System, Functions of financial system; Regulation of financial system, Relationship between Financial System and Economic Development  Financial Markets: Money market – Structure, Functions and significance of Money Market, characteristics and instruments					
<b>Unit-2</b>	<b>Capital market:</b> Structure, Functions, Characteristics, Participants & Instruments; Stock Exchange & its indices  Mutual Fund: Meaning of Mutual Fund, Structure of Mutual Fund, Growth of mutual fund in India, Types of mutual funds, Calculation of NAV, Risk & Return (Treynor Ratio & Sharpe Ratio)  Debt Securitisation – Concept and Application – De-mat Services-need and Operations-role of NSDL and CSDL.					
<b>Unit-3</b>	<b>Introduction:</b> The concept of insurance, history and its evolution, Principles of Insurance(Life and non life), insurance contract, Insurance terminology, Risk and insurance, introduction to life insurance, hazards , general insurance, insurance market in India. <b>Ethical Issue: Suppression of Material Facts.</b>					
<b>Unit-4</b>	<b>Accounting and maintenance of various books:</b> Calculation of paid up value, Surrender Value, Life assurance fund, Application of life assurance fund in preparation of balance sheet, maintenance of books of accounts in case of life and general insurance. Reinsurance, calculation for reserve for unexpired risk.					


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<p><b>Unit-5</b></p>	<p><b>Evaluating of Bank Performance and Managing Cost of Funds and Liquidity in Banks</b> Operation and performance of commercial banks (Reference: RBI circular). Understanding Bank financial statements. Du-Pont model for evaluating bank performance. Basic risk and return features of commercial banks. Overall liquidity analysis.</p>
<p><b>Unit-6</b></p>	<p><b>Risks in Banking</b> Trade-offs involved in balancing credit risk, liquidity risk, interest rate risk, market risk, operational risk etc. How do banks measure and manage interest rate risk? Pricing of securities, total return analysis to investors and the determinants of interest rates. GAP analysis and the use of sensitivity analysis to assess the potential impact of interest rate and balance sheet changes on net interest income. Regulatory capital requirements under Basel III norms. <b>Ethical Issues in Preparation of Bank financial Statements</b></p>
<p><b>Resources</b></p>	<ol style="list-style-type: none"> <li>1. Vasant Desai, (2011). Bank Management, Himalaya Publication</li> <li>2. Dr. K. M. Bhattacharya and O.P. Agarwal, Basics of Banking and Finance, Himalaya Publication</li> <li>3. IC-38 Published by Insurance Institute of India</li> <li>4. IRDA Professional Exam; published by III.</li> <li>5. Insurance and Risk Management by IMS Pro-School</li> <li>6. MacDonald Scott S., Koch Timothy W, <i>Management of Banking</i>. 6th Edition, Indian: Cengage learning.</li> <li>7. R M Shrivastava., Dr Divya Nigam, (2009). <i>Management of Indian Financial Institutions</i>. 8th edition, Publisher: Himalaya Publications.</li> <li>8. Gup Bentone., Kolari James W, <i>Commercial Banking - The Management of Risk</i>. 3rd Edition, Wiley India edition.</li> <li>9. Bhattacharya Hrishikesh., <i>Banking Strategy- Credit Appraisal and Lending Strategies - A Risk-Return Framework</i>. Oxford University Publications.</li> <li>10. Mukherjee D.D., <i>Credit Appraisal, Risk Analysis and Decision Making</i>. 4th enlarged and revised edition, Snow White Publications.</li> </ol>
<p><b>SELF STUDY COMPONENT(SSC)</b></p>	<p>Bank assurance &amp; alternate channels.  NPA and its current status</p>



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### F3303: FINANCIAL DERIVATIVES

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	This course aims at providing an in-depth understanding of financial derivatives in terms of concepts, structure, instruments and trading strategies for profit and risk management.					

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<b>Course Outcomes</b>	<p><b>Students will be able to:</b></p> <ol style="list-style-type: none"> <li>1) Apply various methods and techniques for derivative markets.(P01)</li> <li>2) Analyze the performance of the financial securities by applying various tools and techniques(P01)(P02)</li> <li>3) Predict the option price movement with the help of technical analysis.(P02)(P04)</li> <li>4) Evaluate the SWAP and foreign exchange risk. (P04)</li> </ol>
<b>Unit-1</b>	Introduction to Derivatives Trading and Settlement – Introduction to risk management, managing risk, types of business risks, derivatives and derivative products, classification of derivatives, participants in derivative market, functions of derivatives Trading of Derivatives Contracts Futures and Options Trading System, The Trader Workstation, Futures and Options Market Instruments, Criteria for Stocks and Index Eligibility for Trading, Charges ;Clearing and Settlement - Clearing Entities, Clearing Mechanism, Settlement Procedure, Risk Management, Margining System
<b>Unit-2</b>	Equity Futures Derivatives and Trading Strategies– Types of Futures – On the basis of Maturity, On the basis of the underlying asset; Margining in the Futures market; Terminologies used in the Futures Market; Futures Pricing – Cost of Carry Model; Trading, Strategies using futures.
<b>Unit-3</b>	Option Derivatives and Trading Strategies using options – Types of Options - Call Options, Put Options; Option Pay-Offs; Terminologies used in the Options Market; Option Pricing –Binomial Model and Black & Scholes Model; Trading Strategies using options- caps, collars, butterfly, straddle, strangle etc. Option Greeks.
<b>Unit-4</b>	Swaps - Concept and Characteristics; Types of Swaps – Interest Rate Swaps and Currency Swaps; Structure of Interest Rate Swaps and Intermediated Interest Rate Swaps; Relation between Interest Rate Swaps and Forward Rate Agreements; Calculations on Swaps.
<b>Unit-5</b>	Foreign Exchange risk & Corporate Exposure Management – Types of Exposure – Transaction, Economic and Translation; Foreign Exchange Risk – Types, Risk Management Techniques – External and Internal. International portfolio diversification and transfer pricing, Currency Derivatives and its application, Risk Management practices in India.
<b>Unit-6</b>	Live terminal training, KYC, Demat Account, Reading of charts.
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. John Hull, <i>Options, Futures and other Derivatives</i>, Pearson Education</li> <li>2. S.L.Gupta, <i>Financial Derivatives</i>, Prentice Hall.</li> <li>3. Parameshwaran, <i>Financial Derivatives</i>, Mcgraw Hill.</li> <li>4. D. C. Patwari, <i>Options and Futures- An Indian Perspective</i>, Jaico Publishing House.</li> <li>5. Punithavati Pandian, <i>Security Analysis and Portfolio Management</i>, Vikas Publishing House.</li> <li>6. Prasanna Chandra, <i>Security Analysis and Portfolio Management</i>, Tata McGraw</li> </ol>



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	Hill. 7. Sanjeev Aggarwal, <i>A Guide to Indian Capital Markets</i> , Bharat Publishing. 8. NCFM Derivatives (Dealers) Module
<b>SELF STUDY COMPONENT (SSC)</b>	Practical Components: Students can visit a financial institution dealing in derivatives and study the products offered by them Students should individually select various futures or options and watch the behavior of these futures and options on a day to day for 15 days to see how futures and options might help mitigate the risks of investors.

## ELECTIVE – B- HUMAN RESOURCE MANAGEMENT

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### H3301: HUMAN RESOURCE ADMINISTRATION: SYSTEMS & PROCEDURES

Course Specification	Particulars					
Type	Specialization				Credits	04
Semester	III				Offered in	Even Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	06 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		

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<b>Course Objective</b>	The course "Human Resource Administration: Systems & Procedures" covers various aspects related to managing human resources effectively within an organization. The course also collectively provide a comprehensive understanding of the administrative and operational aspects of Human Resource Management, focusing on payroll, statutory compliance, policy formulation, communication strategies, salary structure, taxation, and wage administration.
<b>Course Outcomes</b>	Students will be able to: CO1: Apply diverse methods, skills, and techniques to HR administration [PO1] CO2: Analyse the various statutory compliances with respect to HR [PO2] CO3: Evaluate the significance of legislation relevant to the employment relationship [PO2][PO3] CO4: Devise people policies and draft communications customized to their organizational culture.[PO4]
<b>Unit-1</b>	Introduction to Human Resources Administration -Conceptual overview of Human Resources Administration- Objectives and importance of administrative activities in current organizational scenario
<b>Unit-2</b>	Payroll management & statutory compliances: What is Payroll? - Basics, Process, Compliances and Methods Statutory requirements Maintenance of statutory returns and Documentation - TDS, Gratuity, Professional tax, PF, ESI returns.
<b>Unit-3</b>	Policies and procedures: Importance of policies, Drafting of policies and SOP Procedure for conducting domestic enquiry by observing principles of natural justice .
<b>Unit-4</b>	Communications : Introduction, importance and objectives of employee communication. Drafting interview letters, appointment orders, promotion, transfers, appreciation letters, notices and circulars. Drafting suspension orders, show cause notices memos, charge sheet, warning letters, letter of termination and dismissal
<b>Unit-5</b>	Salary & Taxation: Gross salary components & Calculation, Income tax rates and slabs, Taxable & Non-Taxable Allowance, DA
<b>Unit-6</b>	Wages & Salary Administration: Elements in W&S administration, Wage Determination process, Methods of Wage Fixation, Incentives & Fringe benefits
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. Milkovich, G.T., Newman, J.M., &amp; Venkata Ratnam, C.S. (2017). Compensation (9e) New Delhi: Tata McGraw Hill.</li> <li>2. Compensation Management by Dr. Kanchan Bhatia (Himalaya Publishing House)</li> </ol>
<b>SELF STUDY COMPONENT(SSC)</b>	HR Challenges in global business.



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### H3302: INDUSTRIAL RELATIONS

Course Specification	Particulars					
Type	Specialization				Credits	04
Semester	III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	06 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		

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<b>Course Objective</b>	The course attempts to develop the awareness among students about the various acts and legal compliances required for smooth functioning of the organization which is essential for all HR managers.
<b>Course Outcomes</b>	<b>Students will be able to:</b> 1. To gain insights into conceptual knowledge on industrial relations[PO1] 2. To Interpret the mechanism for resolving industrial disputes[PO2] [PO3] 3. To appraise the extent to which the workers can participate in management[PO2] [PO5] 4. To discuss the legal framework of Industrial Relations.[PO4]
<b>Unit-1</b>	<b>Industrial Relations &amp; Trade Union Act 1926</b> : Definition & Concept of Industrial Relations, Parties in IR, Objectives of IR, Approaches to IR, Concepts of Trade Unions, Trade Unions Movement in India, Employers Association, Functions of Trade Unions, Types & Structure of Trade Unions. Important provisions of Trade Union Act 1926, Registration of Trade Union Organization and Management.
<b>Unit-2</b>	<b>The Industrial Disputes Act, 1947:</b> Concept & Causes of Industrial Disputes, Classification of Industrial Disputes, Impact of Industrial Dispute on HR, Machinery for Prevention and Settlement of Industrial Disputes, Procedure for settlement of Industrial dispute, Prohibition of strikes and lockouts, Matters under the purview of Labour Court and Industrial Tribunal.
<b>Unit-3</b>	<b>Settlement Machinery</b> : Tripartite & Bipartite Bodies, Collective Bargaining, Mediation, Negotiations, Conciliation, Arbitration and Adjudication, Various methods for settlement of conflict, ILO.
<b>Unit-4</b>	<b>Industrial Relations Legislations:</b> Factories Act, 1948 : Definitions, Welfare Measures under the act, Safety Measures under the act, Working hours for adults, Employment of [Young persons, Women], Annual leave with wages, Penalties and Procedures. [Practical case laws. Industrial Employment (Standing Orders) Act 1946.
<b>Unit-5</b>	<b>Wage Legislations</b> : Salient features, coverage of employees and employers, rules and benefits relating to the Payment of Wages Act 1936, The Minimum Wages Act 1948, Payment of Bonus Act 1965.
<b>Unit-6</b>	<b>Worker's Participation in Management:</b> Concept, Objectives, Forms of participation, Levels of participation. Case Study.
<b>Resources</b>	1. Dynamics of Industrial Relations in India, Mamoria, C. B. & Mamoria, S.16th Edition, 2019, Himalaya Publishing House 1. Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House

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**SELF STUDY  
COMPONENT(SSC)**

Ethical concerns in strikes & lockouts

**H3303: HR ANALYTICS**

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		

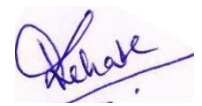
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<b>Course Objective</b>	The objective of the course is to provide students understanding of concepts, tools and techniques of HR Analytics that could be applied to make human resource management evidence based.
<b>Course Outcomes</b>	<p><b>Student will be able to</b></p> <ol style="list-style-type: none"> <li>1. Develop measurement and analytical techniques and identify ways to benchmark performance and create standards (PO1)(PO5).</li> <li>2. Analyze HR data from a practical perspective and determine what analytic techniques to apply based on the business context (PO2)(PO5).</li> <li>3. Determine how to use predictive modeling techniques(PO2)(PO4).</li> <li>4. Design HR reports and forecast budget numbers for HR costs(PO1)(PO4)(PO5).</li> </ol>
<b>Unit-1</b>	<b>HR Analytics</b> :Definition of HR & Analytics; Evolution Of HR Analytics; Stages of HR Analytics; What can/should be measured; HR Analytics in organization – priorities & ST/LT Goals; HCM 21 Model. <b>Ethical issues under HR Analytics</b> , Role of 'H' under HR Analytics
<b>Unit-2</b>	<b>HR measurement</b> : How decision science influences HR measurements; Connecting measures and organizational effectiveness; LAMP framework; HR Metrics and HR Analytics; Lead Indicators for Recruitment, Training & Development, Performance Management and Compensation
<b>Unit-3</b>	<b>Application of HR Metrics</b> :HR Metrics, Types of HR Metrics, Staffing Metrics, Training and Development Metrics, Application oriented Exercises.
<b>Unit-4</b>	<b>Forecasting budget numbers for HR costs</b> : Workforce planning including internal mobility and career path; training and development requirement; forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions.
<b>Unit-5</b>	<b>HR Data Visualization</b> : Creating charts & graphs , creating Pivot Table, creating HR Dashboards using Pivot Tables, Charts and Slicers.
<b>Unit-4</b>	<b>Predictive modeling in HR</b> : Case studies on Recruitment Analytics, Selection Analytics, Training & Development, Talent Management, Employee Engagement.
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. Dr.Jac Fitz Enz, The New HR Analytics, North Western University Press</li> <li>2. Dr.Jac Fitz Enz, The New HR Analytics: American Management Association</li> <li>3. Dr.Jac Fitz Enz, John R. Matlox II, Predictive Analysis for Human Resources, Welly</li> <li>4. James C Sesil, Applying Advanced Analytics to HR Management Decision, Prentice Hall Tracy Smith , HR Analytics-What,Why&amp; How, Createspace</li> </ol>
<b>SELF STUDY COMPONENT (SSC)</b>	Identification of long term & short-term goals and its correlation to Budget



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**ELECTIVE - C-**  
**MARKETING MANAGEMENT**

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### M3301: CONSUMER BEHAVIOR

Course		Particulars				
<b>Specification</b>						
<b>Type</b>		Specialization		<b>Credits</b>	4	
<b>Semester</b>		III		<b>Offered in</b>	Odd Sem	
<b>Pedagogy</b>		Interactive lecture session with activities & case studies		<b>Standard Specification</b>	6 Units	
<b>Evaluation Pattern</b>		Mid Sem Exam	End Sem Exam	Teacher's Assessment	<b>Mode of Study</b>	Classroom study
		24	60	16		
<b>Course Objective</b>	The basic objective of this course is to develop an understanding about the various aspects of Consumer Behavior and its application in Marketing.					
<b>Course Outcomes</b>	<b>Students will be able to:</b>					

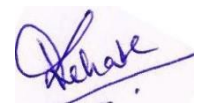
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	<ol style="list-style-type: none"> <li>1. Identify the factors affecting Consumer Behaviour.(PO1),(PO4)</li> <li>2. Analyse consumer behaviour parameters &amp; its influence in Marketing.(PO2),(PO5)</li> <li>3. Measure the impact of the various parameters on Point of Purchase.(PO1) (PO4) (PO5)</li> <li>4. Formulate Marketing Strategy for a product/service.(PO4) (PO5)</li> </ol>
<b>Unit-1</b>	<b>Consumer Behaviour</b> : Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and Marketing Implications - Consumer Behaviour Models, <b>Ethics, ethical Behaviour&amp; Ethical Issues in consumer behaviour</b> . Introduction to CRM: Definition and concepts of CRM, Components of CRM. Influence of CRM on Consumer Behaviour.
<b>Unit-2</b>	<b>Environmental influences on Consumer Behaviour</b> - Cultural influences - Social class - Reference groups and family influences -Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.
<b>Unit-3</b>	<b>Consumer buying behaviour</b> - Marketing implications - Consumer perceptions – Learning and attitudes - Motivation and personality – Psychographics - Values and Lifestyles, Click-o-graphic.
<b>Unit-4</b>	<b>Ethnography &amp; Consumer Behaviour</b> : Concept, values and beliefs, Rituals, Customs, Tradition, Consumer learning of culture, Consumer Socialization , culture and cross cultural issues in marketing.
<b>Unit-5</b>	<b>Neuromarketing</b> : What is Neuromarketing all About? Introduction to Neuromarketing, Attention and Consciousness, Sensory Neuromarketing, Emotions and Feelings, Wanting and Liking, Learning and Memory, Ethics of Neuromarketing and Consumer Aberrations
<b>Unit- 6</b>	<b>Global consumer Behaviour and Online Buying Behaviour</b> – Consumer buying habits and perception of emerging non store choices – Research and applications of consumer responses to direct marketing approaches-Issues of privacy and ethics.
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. Mowen, C. John, Consumer Behaviour, MacMillan, 1993</li> <li>2. Schiffman&amp;Kanuk, Consumer Behaviour, Pearson</li> <li>3. Assael, Consumer Behaviour, Cengage Hawkins, Best &amp; Carey, Consumer Behaviour, TMH</li> </ol>



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**SELF STUDY COMPONENT  
(SSC)**

Consumer Analytics

**M3302: PRODUCT AND BRAND MANAGEMENT**

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	Introduce students to the consumption trend in the rural areas with the focus shifting from price-driven to quality-driven products					
Course	Students will be able to:					

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<b>Outcomes</b>	<ol style="list-style-type: none"><li>1. Understand the way a product develops (PO1)</li><li>2. To keep a track on the process of product launching (PO2)</li><li>3. Creation of a brand using creative personal skills (PO4) (PO5)</li><li>4. To measure the success of the brand through various tools (PO4)</li></ol>
<b>Unit-1</b>	Product Life Cycle and its variants, levels of a product, product mix, product portfolio decisions, BCG matrix and its applications
<b>Unit-2</b>	Product planning, launching and tracking new product programs, Innovation and Creativity, product testing, product placement & commercialization, conducting financial cost benefit analysis and its tools.
<b>Unit-3</b>	Introduction to brands, branding and brand management, brand research and brand equity, branding for different product categories, branding & differentiation, brand image, brand element and brand association,
<b>Unit-4</b>	CBBE (Customer based brand equity), branding and marketing mix, branding and product mix, brand attributes, branding and segmentation.
<b>Unit-5</b>	Brand equity measurement, competitive analysis, brand positioning, brand hierarchies and brand portfolio analysis, brand identity, personality and brand associations
<b>Unit-6</b>	Developing brand strategies, brand image and awareness, brand equity systems, brand value, brand extensions, brand roadmap, measurement and management of brand equity
<b>Resources</b>	<ol style="list-style-type: none"><li>1. Strategic Brand Management – K Keller, MG Parameswaran, Isaac Jacob – Pearson</li><li>2. Product Strategy &amp; Management – M Baker &amp; S Hart – Prentice Hall</li><li>3. Strategic Brand Management – K Keller, MG Parameswaran, Isaac Jacob – Pearson</li><li>4. Expert Product Management – Brian Lawley</li><li>5. Product Management – S.A. Chunawalla – Himalaya Publishing House</li></ol>
<b>SELF STUDY COMPONENT (SSC)</b>	Building Strong Brands – David Aaker

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### M3303: MARKETING ANALYTICS

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	The basic objective of this course is to develop an understanding about the concept, scope and importance of Marketing Analysis, its various techniques and its role in formulating Marketing Strategy.					

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<b>Course Outcomes</b>	<p><b>Students will be able to:</b></p> <ol style="list-style-type: none"> <li>1. Demonstrate the role of analytics in marketing functions.(P01),(P04)</li> <li>2. Analyse the role of marketing analytics in decision making. (P02),(P05)</li> <li>3. Evaluate the impact various types of analytics on Point of Purchase.(P01) (P04) (P05)</li> <li>4. Formulate Marketing Strategy for a product/service.(P04) (P05)</li> </ol>
<b>Unit-1</b>	<b>Marketing Analytics:</b> Why we measure? The Importance of measuring what matters, what is Data Strategy, creating an Analysis Roadmap, How's to choose the right Measurement Tool
<b>Unit-2</b>	<b>Data Preparation :</b> Data preparation process, checking the questionnaire, Editing, Coding, Transcribing, Cleaning the data, Statistically adjusting the data, Ethics in Data collection and usage.
<b>Unit-3</b>	<b>Market Segmentation:</b> Segmentation Concept, Bases for Segmentation, Benefits, Effective Segmentation, Target Market Selection, Cases
<b>Unit-4</b>	<b>Price Analytics :</b> Pricing techniques, pricing assessment methods, including break-even analysis and the net present value capital budgeting model, Concepts of elastic demand, optimal pricing, and price discrimination.
<b>Unit-5</b>	<b>Predictive Analytics and Decision Making:</b> Predictive Analytical Techniques, Regression Analysis, Time series Analysis, Factor Analysis, Discriminant Analysis
<b>Unit-6</b>	<b>Report Writing and Presentation:</b> This module covers the various aspects of report writing and presentation such as formatting, data visualization, and effective communication of research findings.
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. Research Methodology -Deepak Chawla, Neelam Sondhi</li> <li>2. Market Research-Measurements and Methods- Tull, Donald S, Hawkins Del I, PHI 2003</li> <li>3. Marketing Research, Nargondkar, TMH 2003</li> <li>4. Marketing Research, Naresh K Malhotra, Prentice Hall</li> </ol>
<b>SELF STUDY COMPONENT (SSC)</b>	Marketing Dashboard using Ms-Excel



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**ELECTIVE - D  
OPERATIONS & LOGISTICS  
MANAGEMENT**

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### 03301: PROJECT MANAGEMENT

Course Specification	Particulars					
Type	Specialization			Credits	4	
Semester	III			Offered in	Odd Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	The objective of the subject is to make the students aware of the various aspects of strategic financial management like corporate restructuring, types of options for various capital expenditure decisions.					
Course Outcomes	<ol style="list-style-type: none"><li>1. Apply the concepts and theories of project management.[ PO1]</li><li>2. Analyze The components for effective project planning.[ PO2] (PO4)</li><li>3. Evaluate the project plan.[ PO2]</li></ol>					

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	4. Design project proposal for project management[ PO5] (PO2)
<b>Unit-1</b>	<b>Introduction To Project Management</b> – Overview of Project Management, Project Life Cycle, Project Planning: Generation & Screening of project ideas, Market & Demand Analysis, Technical Analysis, Resource Analysis
<b>Unit-2</b>	<b>Project Organization</b> – types – Project planning. Sorting out the project – Work breakdown structure and Linear Responsibility charts – Conflict and Negotiation – Conflict and Project life cycle – some requirements and principles of negotiation
<b>Unit-3</b>	<b>Project Management Methodology and tools:</b> Methodology of Project Management-Phases, Standard Processes, Process Interaction And Mapping, Time Management, Analyzing Time Plan, Fast Track Projects, Project Evaluation and Termination Tools- Gantt Charts, PERT, Critical Path Method, Computer Aided project planning
<b>Unit-4</b>	<b>Cost and Quality Planning:</b> Cost Management- Cost Planning, Cost Estimation, Cost Build Up, Cost Budget, Analyzing Cost Plan, Quality management , Analyzing Quality Plan, Feasibility Study, Auditing, Ethical Issues-Quality Compromise
<b>Unit-5</b>	<b>Project Pre and Post Requisites and Project Organization Structure:</b> Project Management Documentation and information documentary Tools, Drafting Project proposals and Project report, Changeover Project Organization structure-Role of Team, Project Stakeholders, Organizational Structure and Influences, Matrix Management, Structure Selection
<b>Unit -6</b>	<b>Project auditing</b> – Purposes of evaluation – Project Audit Life Cycle – Project termination – Termination process
<b>Resources</b>	1. Project Management-Managerial Approach, Jack Meredith, J. Mantel, Seventh Edition, John Wiley Publication 2. The New Project Management, J. Davidson Frame, Jossey-Bass, 1994. 3. Project Management, Harold Kerzner, Van Nostrand Reinhold, 1979. 4. Successful Project Management, Milton D. Rosenau, Lifelong Learning, 1981. 5. The Implementation of Project Management, Project Management Institute, Addison-Wesley, 1982.
<b>SELF STUDY COMPONENT (SSC)</b>	Gantt charts and its present applicability

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### 03302: TOTAL QUALITY MANAGEMENT

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	The course TQM focuses on encouraging a continuous flow of incremental improvements from the bottom of the organization's hierarchy. TQM is not a complete solution formula as viewed by many – formulas cannot solve managerial problems, but a lasting commitment to the process of continuous improvement					
Course Outcomes	1. Apply various Quality parameters.[P01] 2. Analyse various quality techniques [P02][ P04]					

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	3. Evaluate TQM methods for quality management.[PO4] 4. Choose quality standards as per industry. [PO1][PO4]
<b>Unit-1</b>	<b>Introduction to Quality Concepts</b> –Concept of quality, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Role of Senior Management, Quality Council, Quality, Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.
<b>Unit-2</b>	<b>TQM Principles - Customer satisfaction</b> – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement –Juran Trilogy, PDSA Cycle, 5S, Kaizen,
<b>Unit 3</b>	<b>Supplier Partnership</b> – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy
<b>Unit-4</b>	<b>TQM Tools</b> - Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA. The seven tools of quality, New seven Management tools
<b>Unit-5</b>	<b>Quality Systems</b> - Elements, Implementation of Quality System, Documentation, Quality Auditing, ISO 9000:2000, <b>Ethical Issues:</b> ISO 14000 – Concept, Requirements and Benefits. Zero Defect and Zero Effect (ZED).
<b>Unit -6</b>	<b>Total quality models</b> – Enablers for total quality – quality responsibilities – achieving total commitment to quality – Information & customer – Strategic information system – Strategic quality management
<b>Resources</b>	1. Dale H.Besterfield, et al., Total Quality Management, Pearson Education Asia, 1999. (Indian Areprint 2002) 2. James R.Evans& William M.Lidsay, The Management and Control of Quality, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5) 3. Feigenbaum.A.V. "Total Quality Management, McGraw-Hill, 1991 4. Oakland.J.S. "Total Quality Management Butterworth – Hcinemann Ltd., Oxford. 1989
<b>SELF STUDY COMPONENT (SSC)</b>	Zero Defect and Zero Effect (ZED)



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### O3303 : PROCUREMENT AND MATERIALS MANAGEMENT

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		

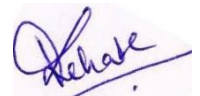
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<b>Course Objective</b>	The major objective is to help students acquire the basic understanding of procurement of material inventory and its management to develop a managerial perspective to leverage them for competitive advantage.
<b>Course Outcomes</b>	<b>Student will be able to:</b> 1. Apply the concept of Inventory management (PO1)(PO2) 2. Analyse the various methods of Inventory management (PO2)(PO5) 3. Evaluate Inventory management system (PO2) 4. Appraise the various inventory models.(PO4)
<b>Unit-1</b>	<b>Purchasing Management:</b> Purchasing functions and purchasing systems, ABC analysis and VED analysis in purchasing, make or buy decision, selection of sources and vendor rating, legal aspects of purchasing, materials budget, organization for buying
<b>Unit 2</b>	International Imports Exports Policy : Export document in various export shipment, Opening Letter of credit, Types of letter of credit, Export costing and pricing and Incoterms, Various types of export insurance, ECGC, Various Foreign Trade Institutions-DGFT, Export Promotion Council, Commodity Boards etc.
<b>Unit-3</b>	<b>Inventory Management and Control Techniques-</b> Inventory, Types of Inventory, Functions, Importance of Material Management, Inventory Management, Inventory Control-Nature, Scope and Objectives, Planning for Inventory Control, Systems and Characteristics
<b>Unit-4</b>	<b>Inventory Verification and Valuation Methods:</b> Stock Verification And Valuation, Planning For Physical Stock Checking, Stores Accounting, Stock Valuation , Methods Of Valuation Of Stocks
<b>Unit-5</b>	<b>Spare Parts Inventory:</b> Spare Parts Inventory Management, Factors Influencing Spare Parts Inventory, Classification, Salient Features, Spare Parts Planning And Control, Overhauling and Obsolete Spares
<b>Unit-6</b>	<b>Classification and Codification:</b> Classification And Codification, Principles And Advantages, Codification Process And System, Methods Of Classification And Codification, Standardization , Simplification, Specification, Variety Reduction
<b>Resources</b>	1. Inventory Management- K.Shridhara Bhat, Himalaya Publishing House 2. Production and Operations Management- P. Rama Murthy, New Age International 3. Industrial Engineering and Production Management- Martand Telsang ,S Chand 4. Introduction To Materials Management, - J. R. Tony Arnold, Stephen N. Chapman PH 5. Production Planning And Inventory Control - Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington, Prentice Hall Of India Pvt. Ltd.
<b>SELF STUDY COMPONENT (SSC)</b>	Ethical Issues in inventory management



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## **ELECTIVE –E BUSINESS ANALYTICS**

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### BA3301: BIG DATA ANALYTICS

Course Specification	Particulars					
Type	Specialization				Credits	04
Semester	III				Offered in	Odd Sem.
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	This course can help to understand how big data is changing the current operations in different fields using analytical tools and techniques.					


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<b>Course Outcomes</b>	<p><b>Students will be able to:</b></p> <ol style="list-style-type: none"> <li>1. Explain the exciting growing field of big data analytics [P01]</li> <li>2. Introduce the tools required to manage and analyze big data like Hadoop, No Sql MapReduce [P02]</li> <li>3. Teach the fundamental techniques and principles in achieving big data analytics with scalability and streaming capability [P02] [P04]</li> <li>4. Enable students to have skills that will help them to solve complex real world problems in for decision support[P04] [P05]</li> </ol>
<b>Unit-1</b>	<p><b>Introduction to Big Data Analytics:</b> Big Data overview, State of the practice in analytics role of data scientists, Big Data Analytics in industry verticals. Technology and Tools (Brief) – MapReduce/Hadoop, In- database Analytics, MADlib and advanced SQL Tools</p>
<b>Unit-2</b>	<p><b>Big Data Architecture:</b> Current Analytical Architecture, Drivers of Big Data, Emerging Big Data Ecosystem and a New Approach to Analytics, Key Roles for the New Big Data Ecosystem, Examples of Big Data Analytics</p>
<b>Unit-3</b>	<p><b>End-to-end Data Analytics Life Cycle:</b> key roles for successful analytic project, main phases of life cycle, developing core deliverables for stakeholders.</p>
<b>Unit-4</b>	<p><b>Basic Analytic Methods:</b> introduction to “R”, analysing and exploring data with “R”, statistics for model building and evaluation</p>
<b>Unit-5</b>	<p><b>Advanced Analytics and Statistical Modelling for Big Data:</b> Naïve Bayesian Classifier, K-means Clustering, Association Rules</p>
<b>Unit-6</b>	<p>Decision Trees, Linear and Logistic Regression, Time Series Analysis, Text Analytics, Sentiment Analytics</p>
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. Noreen Burlingame, The little book on Big Data, New Street publisher</li> <li>2. Norman Matloff ,The Art of R Programming: A Tour of Statistical Software Design</li> <li>3. Beginning Data Science in R – Thomas Mailund</li> <li>4. Data Science and Big Data Analytics- EMC Education Services</li> </ol>
<b>SELF STUDY COMPONENT (SSC)</b>	<p>Perform text analysis using R</p>



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### BA3302: CLOUD COMPUTING

Course Specification	Particulars					
Type	Specialization				Credits	04
Semester	III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		


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<b>Course Objective</b>	This course will help students to understand basics of cloud computing for business management. This also helps to explore the benefits of cloud storage and its applications, usage by managers and enable to explore cloud computing driven real time system.
<b>Course Outcomes</b>	<p><b>Students will be able to:</b></p> <ol style="list-style-type: none"> <li>1. Understand the characteristics and models in Cloud computing. [PO1]</li> <li>2. Asses Cloud services applications and the challenges associated with Cloud Computing.[PO2]</li> <li>3. Apply various cloud services and deployment models and virtualization techniques for business.[PO1][PO4]</li> <li>4. Analyze the concepts of cloud storage and demonstrate their use.[PO4][PO5]</li> </ol>
<b>Unit-1</b>	<b>Evolution</b> - Cloud Computing, Hardware, Internet and Software, Virtualization. Cloud service Attributes: Access to the cloud, Cloud Hosting, Information technology support. Characteristics of Cloud Computing: Rapid Elasticity, Pay per use, Independent Resource Pooling, Network Access, Web Services on Cloud
<b>Unit-2</b>	<b>Cloud Delivery Models</b> - Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service. Cloud Categories: Public Cloud, Private Cloud, Hybrid Cloud, Community Cloud. Applications – Online Planning and Task Management – Event Management – CRM. Cloud Service Development tools - Word Processing, Databases, Storing and File Sharing on Cloud
<b>Unit-3</b>	<b>Centralizing Email Communications</b> – Collaborating on Schedules - To-Do Lists, Contact Lists. Online Community development, Online collaboration tools for Projects, Cloud Computing for Business
<b>Unit-4</b>	<b>Cloud Management Privacy and its relation to Cloud</b> -based Information Systems. Security in the Cloud: Data Security and Control, Provider Loss, Subpoenaed Data, Lack of Provider Security, Encryption. Common Standards in the Cloud, EndUser Access to the Cloud Computing, Cloud Pricing Models
<b>Unit-5</b>	Web-based communication tools, Web Mail Services, Web Conference Tools, Social Networks and Groupware, collaborating via blogs and Wikis, IBM, Amazon Ec2, Google Apps for Business
<b>Unit-6</b>	<b>Ethical issues related to cloud computing, Legal and Ethical dimensions cases</b>
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. Kumar Saurahb, “Cloud Computing – Insights into new era infrastructure”, Wiley India, 2nd Edition.</li> <li>2. John W. Rittinghouse and James F. Ransome, “Cloud Computing Implementation, Management and Security”, CRC Press, Taylor &amp; Francis Group, Boca Raton London, 2010</li> <li>3. Michael Miller, “Cloud Computing: Web-Based applications That Change the Way You Work and Collaborate Online”, Que Publishing, 2009 Haley Beard, “Cloud Computing Best Practices for Managing and Measuring Processes for Ondemand Computing, Applications and Data Centers in the Cloud with SLAs”, Emereo Pty Limited, July 2008</li> </ol>



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**SELF STUDY  
COMPONENT  
(SSC)**

Apply and use of cloud-based tools in google drive or Microsoft virtual drive

**BA3303: DATA MODELLING**

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	This course will equip students with the fundamental concepts of Business Modelling, how it helps in decision making and the various techniques used under it.					
Course Outcomes	<b>Student will be able to:</b> 1. Apply quantitative models for Business Intelligence (PO1)					

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	<ol style="list-style-type: none"> <li>2. Analyze the various quantitative models for decision making. (PO2)</li> <li>3. Determine the best quantitative model. (PO4)</li> <li>4. Construct the best analytical model for solving the business problems. (PO5) (PO2)</li> </ol>
<b>Unit-1</b>	<b>Business Modelling:</b> Concept, scope and importance, Predictive Modeling, Prescriptive Modelling, Logic-Driven Models, Data-Driven Models
<b>Unit-2</b>	<b>Forecasting:</b> Introduction, Types of Variation in Time Series Data, Simple Regression Model, Multiple Regression Models, Simulations (Monte Carlo Simulations)
<b>Unit-3</b>	<b>Decision Theory &amp; Decision Tree:</b> Decision Theory Model Elements, Types of Decision Environments, Decision Theory Formulation, Decision tree and Decision Tree Analysis.
<b>Unit-4</b>	<b>Markov Chains:</b> Introduction, characteristics, applications, State and Transition Probabilities, Case studies
<b>Unit-5</b>	Introduction to Database Technologies • Systems Development Life Cycle • Identify Business Requirements • Entity Relationship Data Modeling
<b>Unit-6</b>	Normalization • Define Normalization • Describe Normalization • Resolve a many - to - many relationship • Create an Entity Relationship Diagram in 3rd Normal Form
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. Taha H. A., Operations Research - An Introduction, Pearson/Prentice Hall, 2017.</li> <li>2. Anderson, D.R. Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approaches to Decision Making, Twelfth edition,</li> <li>3. Taylor, Bernard W., Introduction to Management Science, Pearson/Prentice Hall, 2016.</li> <li>4. Albright, Christian S. and Winston, Wayne L., Management Science Modelling, Thomson South-Western, 2005.</li> <li>5. F.S. Hillier and G.J. Lieberman, Introduction to Operations Research, Fifth edition, McGraw-Hill, 2001.</li> </ol> <p>W.L. Winston, Operations Research: Applications and Algorithms, Third edition, Duxbury, 2004.</p>
<b>SELF STUDY COMPONENT (SSC)</b>	Situational Based Business Model Building



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## **ELECTIVE -F- HEALTH CARE MANAGEMENT**

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### HM3301: HOSPITAL PLANNING & ADMINISTRATION

Course Specification	Particulars					
Type	Specialization			Credits	4	
Semester	III			Offered in	Odd Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study

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	24	60	16	100		
<b>Course Objective</b>	To expose the students to planning and operation of hospitals in a detailed manner which will include all facets of hospital planning activities covering every department that is involved both in clinical care as well as supportive services.					
<b>Course Outcomes</b>	Students will be able to: CO1: Analyze critical components in planning of the hospital [PO2],[PO4] CO2: Evaluate the role of hospital environment in delivering quality patient care. [PO3][PO5] CO3:Apply planning and designing considerations while planning for services [PO1] CO4:Articulate the functional requirements of the hospital in delivery of patient care .[PO1][PO3][PO5]					
<b>Unit-1</b>	Types of Hospital Organization & Statutory Requirements for Planning. Steps in Hospital planning, Preparation of Schedule of Accommodation. Layout, Grouping, Zoning & Phasing of Activities. Circulation & Movements of Patients, Staff, Visitors					
<b>Unit-2</b>	Planning for : · Out Patient Department/Accident/Emergency  Indoor accommodation, Ward design, Bed wise planning, special requirements of certain departments such as ICU, OT, Pediatric, Maternity ward. Planning for water supply, Electricity.					
<b>Unit-3</b>	Routine Admission/Discharge Procedures/Discharge Summary Hospital Utilization Statistics. · Average Length of Stay (ALS) · Bed Occupancy Rate · Turn Over Interval Daily Reports / Returns. · Hospital Census · Matron's Report · Medical Officer's Report · Casualty Report, Medico-Legal Cases · Report from ICU / ICCU · Security Report · Maintenance Department Report OT List					



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<b>Unit-4</b>	Dealing with patients Duty Roster of various categories of Staff. Availability of Materials · Critical Items, Stock Level, Procurement Methods. Administration of Patient Related Schemes  Medical Insurance (Cashless Benefit), CGHS, ECHS, CSMA, TPA, ESI.
<b>Unit-5</b>	Disaster Management/Disaster Plan. Marketing of Hospital. Hospital Security.
<b>Unit-6</b>	Hospital Waste Management Methods of Infection Control. Dealing with Crisis Situation. · Mob violence, Bomb threat, Terrorist strike, Mass casualties, Political agitation, Prisoners.  Standard Operating Procedures (SOPs).
<b>Resources</b>	01. Hospital & Nursing Homes: Planning, Organization, & Management –By Syed Amin Tabish – Jaypee Brothers, New Delhi.  02. Principles of Hospital Administration & Planning – By B.M. Sakharkar- Jaypee Brothers.
<b>SELF STUDY COMPONENT (SSC)</b>	Dealing with Crisis Situation: Mob violence, Bomb threat, Terrorist strike, Mass casualties, Political agitation, Prisoners.

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**HM3302: ETHICS & LEGAL ASPECTS IN HEALTH  
CARE ANALYSIS**

Course Specification	Particulars					
Type	Specialization			Credits	4	
Semester	III			Offered in	Odd Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		

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<b>Course Objective</b>	The program emphasizes active, two ways, participative, student-directed learning, problem solving, and the acquisition of skills essential to manage modern Hospitals.
<b>Course Outcomes</b>	<b>Students will be able to:</b> 1. Apply the fundamental principles of medical ethics[PO1] [PO4] 2. Analyze the medical concept of capacity and the essential elements involved in the consent process. [PO2] 3. Evaluate the basic hospital laws which are applicable in healthcare sectors[PO4] 4. To explore the ethical and legal aspects of protecting patient health information, including compliance with laws. [PO4] [PO2]
<b>Unit-1</b>	<b>Medical Ethics in Healthcare</b> - Introduction to Medical Ethics, Importance of Medical ethics, Process of developing and implementing ethics and values in an institution Equity and Social Justice
<b>Unit-2</b>	<b>Ethical Issues in Healthcare Technology</b> - Ethical implications of healthcare technology advancements, Patient data privacy and cybersecurity, Artificial intelligence and machine learning in healthcare, Telemedicine and virtual care ethics
<b>Unit-3</b>	<b>Introduction &amp; Legal Procedures</b> - Court, Affidavit, Evidence, Complaint, Investigation, Oath, Offence, Warrant, Summons, Inquest, Criminal Courts in India and their powers General Important Legal Knowledge Pertaining to IPC, CRPC, Civil PC, Evidence Act, Minimum Wages Act, Provided Fund Act Medico-legal problems in relation to health administration
<b>Unit-4</b>	<b>Laws related to Hospital and Medical Services</b> - Consumer Protection Act and Hospitals, Laws Related to Medical Procedures - Medical Termination of Pregnancy Act 1971(MTP Act), Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994 (PNDT Act), Transplantation of human organs Act 1994. MCI's Code of Conduct
<b>Unit - 5</b>	<b>Ethical Issues in Patient Care</b> - Patient autonomy and informed consent, End-of-life decision-making and euthanasia, Confidentiality and privacy in healthcare, Ethical issues in reproductive healthcare
<b>Unit - 6</b>	<b>Legal Issues in Healthcare Employment</b> - Employment contracts and legal obligations, Discrimination and harassment in healthcare workplaces, Whistleblowing and reporting mechanisms, Employment law compliance in healthcare organizations
<b>Resources</b>	Reference Book : Medical Ethics in Healthcare

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<b>SELF STUDY COMPONENT (SSC)</b>	<ol style="list-style-type: none"><li>1. Understanding of patient's right</li><li>2. Euthanasia</li></ol>
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### HM3303: PATIENT CARE SERVICES

Course Specification	Particulars					
Type	Specialization			Credits	4	
Semester	III			Offered in	Odd Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	The objective of the course is to develop skills for taking care of patient while undertaking healthcare services					

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<b>Course Outcomes</b>	<b>Students will be able to:</b> 1) To understand the role and responsibility while handling the patient (PO1) 2) To implement the various procedure while working as an administrator. (PO2) (PO3) 3) To understand the working of medical record and electronic medical record management. (PO4) 4) To provide information about health and its value as a community assets. (PO4) (PO5)
<b>Unit-1</b>	Introduction -Concept of patient care, factor involved in providing complete care from admission to discharge, hospital efficiency
<b>Unit-2</b>	Administrative role - Role of medical and nursing superintended, hospital administrators, Medical officers, PRO's, management of patient's attendants
<b>Unit-3</b>	Hospital record management - Introduction, purpose, uses and importance, Functions, medical forms and registers, Quality control
<b>Unit-4</b>	Medical records - Introduction, purpose, uses and importance, advantages and disadvantages
<b>Unit-5</b>	Legal responsibilities - Introduction, general policies and procedure of the hospitals confidentiality maintained for patient records, legal aspects of medical record
<b>Unit-6</b>	Practical application of patient care and various obstacles while administering the service.
<b>Resources</b>	<ol style="list-style-type: none"><li>1. David, Llewellyne, McCauley., H.M,2015, Hospital Administration and planning J.P Brothers, New Delhi</li><li>2. Kumar, Arun.2017, Encylopedia of Hospital Administration and development. 6<sup>th</sup> Edition, Anmol Publication, New Delhi</li><li>3. Tabish, syed Amin,2001, Hospital and Health Services Administration Principles and practice, Oxford Publishers, New Delhi</li><li>4. Saxena, Manisha 2013, Hospital Management, Publishers Cbs</li></ol>
<b>SELF STUDY COMPONENT (SSC)</b>	Practical – ALL STUDENTS HAVE TO VISIT A PRIVATE HOSPITAL to understand Patient Care services

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**S3304: PROFICIENCY MANAGEMENT (SPREADSHEET  
MODELLING)**

Course Specification	Particulars					
Type	Skill			Credits	4	
Semester	III			Offered in	Odd Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	3 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		

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<b>Course Objective</b>	Advanced Excel is one of the most user-friendly and powerful software programs available. Students will be able to manage data of businesses, daily transactions and also sorting data, doing a calculation with the desirable result.
<b>Course Outcomes</b>	Students will be able to: 1. Indicate the names and functions of the Excel interface components (PO1) 2. Construct formulas, including the use of built-in functions, and relative and absolute references (PO5) (PO4) 3. Use of Custom Filter to fulfil the desired conditions (PO3) (PO2) 4. Learn Advanced Level of Charts (PO4)
<b>Unit-1</b>	Spreadsheet Basics, User Interface, Workbook/worksheets, create, Move, insert, hide and copy columns, rows , saving, merging cells, arithmetic, auto fill, formatting, styles, conditional formatting, Shapes and smart art, Table format
<b>Unit-2</b>	Simple functions, type of functions - text, logical, maths, relative and absolute referencing, Nested ifs, Sumif, Countif functions, Vlookup, date functions, financial functions
<b>Unit-3</b>	Protect Workbooks, worksheets, Locking cells, Data preparation-Text to Colum, Pivot tables, What if analysis-use cases
<b>Resources</b>	1. Excel 2019 Bible, Michel Alexander, 11 <sup>th</sup> edition, willey 2. Excel 2019 All-in-One for Dummies, Greg Harvey, 1 <sup>st</sup> Edition 3. Ctrl+Shift+Enter Mastering Excel Array, Mike Girvin, Holy Macro Books
<b>SELF STUDY COMPONENT (SSC)</b>	Use of functions and array constants and functions

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# SEM-IV

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**C3401: STRATEGIC MANAGEMENT**

Course Specification	Particulars					
Type	Core			Credits	3	
Semester	4			Offered in	Even Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	The ultimate goal of this course is to teach the students how to think strategically, to assess the current strategic situation of a firm and propose strategic recommendations that will provide the firm a sustainable competitive advantage.					
Course Outcomes	Students will be able to: 1. Apply the strategic management process to analyze and improve					

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	<p>organizational performance.(PO1)(PO2)</p> <ol style="list-style-type: none"> <li>Analyze the competitive situation in dealing with dynamic global business environment in terms of rapidly changing market trends. (PO4)</li> <li>Evaluate SWOT and appraise organizational capabilities and competencies. (PO5)</li> <li>Formulate and apply organizational strategies. (PO1)(PO5)</li> </ol>
<b>Unit-1</b>	Introduction to Strategic management – Evolution of Strategic Management, Concept of strategy, Levels at which Strategy operates, Strategic Decision Making – Issues, Strategic Management Process
<b>Unit-2</b>	Strategic Intent - Vision – Definition, Benefits, Process, Mission – Definition, Characteristics, Formulation of Mission Statement. Objectives/Goals/Tactics, Environment scanning, Business & Business Models
<b>Unit-3</b>	Organizational Appraisal - SWOT Analysis, Organizational Capabilities, Core Competency, Value Chain Analysis, Porter's Five forces Model
<b>Unit-4</b>	Corporate Level Strategies- Expansion strategies, Stability strategies, Retrenchment strategies, Combination strategies.
<b>Unit-5</b>	Portfolio Analysis - Portfolio analysis, advantages & disadvantages, BCG Matrix ,General Electric's Business Screen, Life cycle , Arthur D Little matrix, Balance scorecard. 7s Framework, Strategic Business Unit (SBUs) , Merits & Demerits of SBU
<b>Unit-6</b>	Business Level Strategies, Functional Level Strategies, TQM
<b>Resources</b>	<ol style="list-style-type: none"> <li>AzharKazmi , Strategic Management &amp; Business Policy, (TMH)</li> <li>V S Ramaswami, S Namakumari, Strategic Planning &amp; Formulation of Corporate Strategy, Publication- Macmillan, India.</li> <li>John A Pearce II, Richard B Robinson, Strategic Management, 9 th Edition –Jr Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.</li> <li>Arthur A. Thompson Jr, A.J. Strickland III, Crafting &amp; executive strategy -14 th edition, Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.</li> </ol>
<b>SELF STUDY COMPONENT (SSC)</b>	Designing strategy for critical issues pertaining to specific sector



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**ELECTIVE -A-  
FINANCIAL  
MANAGEMENT**

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### F3404: STRATEGIC FINANCIAL MANAGEMENT

Course Specification	Particulars					
Type	Specialization				Credits	04
Semester	IV				Offered in	Even Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	The objective of the course is to enable the students to acquire multidimensional skills as to equip them to comprehend the process of strategy formulation and thereby helping them to take financial and investment decisions.					

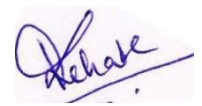
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<b>Course Outcomes</b>	<p><b>Students will be able to:</b></p> <ol style="list-style-type: none"> <li>1. Identify the basic concepts and principles of Strategic Finance and various aspects of capital expenditure, corporate restructuring and various sources of finance. [PO1][PO2]</li> <li>2. Apply the Concept of capital budgeting, capital expenditure and project appraisal. [PO1][PO4]</li> <li>3. Analyze the Performance of capital expenditure decision, project cash flow estimation. [PO2] [PO4]</li> <li>4. Evaluate the Strategic financing decision, capital expenditure decision, decision regarding corporate restructuring etc. [PO2]</li> </ol>
<b>Unit-1</b>	<b>Project Management:</b> Planning generation & screening of project ideas, market & demand analysis, Financing, Intermediate & long term financing.
<b>Unit-2</b>	<b>Risk evaluation in Capital Budgeting:</b> Need & importance of CB, CB process, Kind of CB budgeting decisions, Methods of Capital Budgeting: Traditional & Discounted methods.
<b>Unit-3</b>	<b>Mergers, Acquisitions &amp; Restructuring:</b> Expansion, forms of expansion, mergers, types of mergers, Valuation of firms, forms of financing a merger, Financial restructuring – meaning, methods of restructuring.
<b>Unit-4</b>	<b>Cash and receivables management:</b> Introduction to Cash management, Need for adequate cash, Motives for holding cash, Determining Optimum cash balance, Cash Management Model by Baumol's, Miller and Orr Model. Receivables Management: Meaning, Costs of maintaining receivables, Factors influencing the size of receivables, Factoring & Receivables Management, types of factoring, Financial evaluation of factoring.
<b>Unit 5</b>	<b>Performance Measurement &amp; Analysis:</b> Decision Tree Analysis, Break Even Analysis, Sensitivity Analysis
<b>Unit 6</b>	<b>Strategic Financing Decision:</b> Types of leases, rationale for leasing, Mechanics of leasing, Operating lease, Leasing as financial decision, Hire-purchase arrangement, Choice between leasing & hire purchase, Project finance, Lease Vs borrow & buy evaluation
<b>Resources</b>	Jakhotiya G P Strategic Financial Management Vikas Publishing House, 2010 Sashi K Gupta, R.K Sharma, Financial Management, Kalyani Publishers
<b>SELF STUDY COMPONENT(SSC)</b>	Mergers & Acquisitions



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**F3405: SECURITY ANALYSIS AND PORTFOLIO  
MANAGEMENT**

Course Specification	Particulars					
Type	Specialization			Credits	4	
Semester	IV			Offered in	EVEN	
Pedagogy	Interactive lecture session with numerical problems.			Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	To arm the students to with a rare skill called Portfolio Analysis					

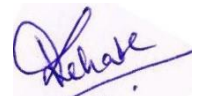
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<b>Course Outcomes</b>	<p><b>Students will be able to:</b></p> <ol style="list-style-type: none"> <li>1. Application of Fundamental Analysis [PO1] [PO2]</li> <li>2. Interpretation of analytical charts [PO2] [PO4]</li> <li>3. Analyzing the performance of various investment portfolios [PO2] [PO3]</li> <li>4. Creating inferences based on traditional and modern portfolio Theories[PO2] [PO5]</li> </ol>
<b>Unit-1</b>	<p><b>Fundamental Analysis</b> Calculation of Intrinsic Value, Qualitative Fundamental Analysis &amp; Quantitative Fundamental Analysis, Testing the possibility of Fundamental Analysis in Crypto Assets.</p>
<b>Unit-2</b>	<p><b>Technical Analysis</b> Technical Analysis indicators – Price Trends, Chart Patterns, Volume and Momentum Indicators, Oscillators, Moving Averages, Support and Resistance Levels, Interpretation of technical charts for Stocks, Derivatives and Crypto Assets.</p>
<b>Unit-3</b>	<p><b>Stock Market Theories</b> Efficient Market Hypothesis, Random Walk Model, Forms of EMH, Empirical Evidences</p>
<b>Unit-4</b>	<p><b>Portfolio Management</b> Portfolio objective, Size of Portfolio, Portfolio selection, Basis and Readjustment, Timings of disinvestments, Portfolio performance.</p>
<b>Unit-5</b>	<p><b>Portfolio Analysis &amp; Portfolio theories</b> Portfolio criteria, Portfolio selection and diversification , The shape of the risk function, CAPM model , Random Walk, the Dow Jones theory, Martingale Model, Formulae Theory</p>
<b>Unit-6</b>	<p><b>Evaluation of Portfolio Performance</b> Treyner, Sharpe, Jensen and Fama Net Selectivity, Application of Portfolio Performance Measures</p>
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. V.A. Avadhani, (2011), Investment Analysis and Portfolio Management, HPH</li> <li>2. S. Kevin (2015), Security Analysis &amp; Portfolio Management</li> </ol>



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	3. Prasanna Chandra, (2021). Investment Analysis & Portfolio Management, 6th Edition 4. PreetiSingh,(2011) Investment Analysis & Portfolio Management,HPH
<b>SELF STUDY COMPONENT(SSC)</b>	Live analysis of Candlestick Patterns

## **ELECTVE -B- HUMAN RESOURCE MANAGEMENT**

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### H3404: LEARNING AND DEVELOPMENT

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	To enable the students to understand the concepts and process of training and development, develop an understanding of how to assess training needs and design training programs in an Organizational setting and to familiarize the students with the levels, tools and techniques involved in evaluation of training					

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	effectiveness.
<b>Course Outcomes</b>	<p><b>Students will be able to:</b></p> <ol style="list-style-type: none"> <li>1. Choose and apply the various methods &amp; processes of Training. (PO1)(PO5)(PO2)</li> <li>2. Examine the training and non-training interventions for improving employee performance (PO5)(PO4)</li> <li>3. Design and conduct sample training programs and evaluation formats (PO2)(PO3)</li> <li>4. Build Human Capital through various Training &amp; Development Programs. (PO5)(PO3)(PO2)</li> </ol>
<b>Unit-1</b>	<b>Introduction to Training and Training need analysis-</b> Important concepts and meanings- Training, Development, Education; Nature, Significance, Objectives and Benefits of training; Why and when to conduct TNA; TNA model; Data sources for locating gap in organizational performance; framework for conducting TNA; Output.
<b>Unit-2</b>	<b>Training Design-</b> Importance of training objectives; Facilitation of Learning through Focus on trainee and training design; Facilitation of transfer through focus on training and organizational interventions, skills of trainer. Ethics & its place in Training & Development- <b>ethical responsibilities of training professionals.</b>
<b>Unit-3</b>	<b>Training Process-</b> Training methods: On the job and Off the Job training; On the Job Training- Job Instruction Technique, Apprenticeship, Coaching, Mentoring; Off the job training- lectures and demonstrations; Games and simulations, In Basket Technique, Case Studies, Role Play, Behavior Modeling; Cross Cultural Training; Computer based Training Methods- E-Learning, Programmed Instruction, Intelligent Tutoring systems, Interactive multimedia, Virtual Reality
<b>Unit-4</b>	<b>Development and Implementation of Training-</b> Development of Training- Instructional Strategy, Materials and Equipment, Sources of Training, Implementation- Ideas for training, ideas for Trainers.
<b>Unit-5</b>	<b>Evaluation of Training:</b> Importance of Evaluation, Kirkpatrick Model of Evaluation, CIRO of Training, Types of evaluation data collected; Cost Benefit Analysis of Training program; ROI on Training.
<b>Unit-6</b>	<b>Management Development-</b> Why focus on Management development; Management Development implications; Types of Management Development Programs; Types of Management development Training, Strategies for development of Executives
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. P. Nick Blanchard &amp; James W. Thacker , Effective Training-Systems, Strategies, and Practices, 3rd edition, Pearson Education.</li> <li>2. Raymond A Noe, Employee Training and Development, McGraw Hill.</li> <li>3. Dr. B. Rathana Reddy , Effective Human Resource Training and Development Strategy, Himalaya Publication House</li> </ol>



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**SELF STUDY  
COMPONENT  
(SSC)**

Designing a training program for various business sectors.  
(FMCG/IT/Pharmaceutical/Healthcare/Hospitality)

**H3405: SOCIAL SECURITY LAWS**

Course Specification	Particulars					
Type	Specialization			Credits	04	
Semester	IV			Offered in	Even Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	04 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study	
	24	60	16	100		
Course Objective	The course focuses on acquainting the students with various legislations related to labor welfare and industrial laws					
Course Outcomes	<b>Students will be able to:</b> 1. To gain insights into conceptual knowledge on various legislations. [PO1]					


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	<p>2. To analyze various legal measures in industries for the betterment of workers. [PO1] [PO2]</p> <p>3. To evaluate the provision for payment of wages. [PO3]</p> <p>4. To interpret the laws related to social security of working in different settings.[PO4]</p>
<b>Unit-1</b>	<b>Social Security:</b> Meaning of Social Security. Emergence of Statutory Social Security with special reference to workers. Introduction to Social Security Laws in India. Importance of Social Security Laws for Indian Workers. The effects of the New Labour Codes on Social Security Laws in India.
<b>Unit-2</b>	<b>Payment of Bonus Act, 1965:</b> [Definitions: Accounting year, Allocable surplus, available surplus, direct tax, employee, employer, Wage], Computation of gross profits, Computation of available surplus, Eligibility and disqualification for bonus, Minimum and Maximum Bonus, Set on Set Off of allocable surplus, Time limit for payment of bonus, Calculation, Forfeiture of Bonus and Penalties.
<b>Unit-3</b>	<b>THE PAYMENT OF GRATUITY ACT, 1972 :</b> Introduction. Scope/Applicability, Objectives, Important Definitions: Appropriate Government, Wages, Completed Years of Service, Continuous Service, Controlling Authority, Employee, Employer, Family, Notification, Retirement, Superannuation, Rules relating to Payment of Gratuity on termination of employment, Rate of Gratuity Forfeiture of Gratuity Compulsory Insurance And Protection of Gratuity Nomination Determination And Recovery of Gratuity Appointment of Inspectors, Offenses and Penalties.
<b>Unit-4</b>	<b>Workmen Compensation Act 1923:</b> Definition, Object Scope, Types of disability and Amount of compensation.
<b>Unit-5</b>	<b>THE EMPLOYEES PROVIDENT FUND (AND MISCELLANEOUS PROVISIONS) ACT, 1952 :</b> Introduction. Scope/Applicability of The EPF (And Miscellaneous Provisions) Act, 1952 Objectives of The EPF (And Miscellaneous Provisions) Act, 1952. The Employees Provident Funds Organisation (EPFO). Important Definitions: Appropriate Government, Authorised Officer, Basic Wages, Contribution, Employer, Employee, Exempted Employee, Exempted Establishment, Factory, Industry, Pension Fund, Pension Scheme, Superannuation. Various Schemes Under The Employees Provident Funds (And Miscellaneous and Provident Funds) Act, 1952: 1. The Employees Provident Fund Scheme 2. The Employees Pension Scheme 3. The Employees Deposit Linked Insurance Scheme.
<b>Unit-6</b>	<b>Social Security Legislations :</b> Maternity Benefit Act, 1961, THE EMPLOYEES STATE INSURANCE ACT, 1948 Introduction. Scope/Applicability of The ESI Act, 1948. Objective of THE ESI Act, 1948. Administration of The Employees State Insurance Corporation (ESIC). Important Definitions: Appropriate



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	Government, Contribution, Contribution Period, Benefit Period, Corporation, Employee, Insured Person, Family, Dependent, Exempted Employee, Sickness, Employment Injury, Temporary Disablement, Permanent Partial Disablement, Permanent Total Disablement, Confinement, Miscarriage. a) Sickness Benefit b) Maternity Benefit c) Disablement Benefit d) Dependents' Benefit e) Medical Benefit f) Funeral Expenses g) Unemployment Benefits
<b>Resources</b>	<ol style="list-style-type: none"><li>1. Dynamics of Industrial Relations in India, Mamoria, C. B. &amp; Mamoria, S.16th Edition, 2019, Himalaya Publishing House</li><li>2. A M Sarma, Industrial Jurisprudence and Labour Legislation, Himalaya Publishing</li><li>3. Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition, 2000</li></ol>
<b>SELF STUDY COMPONENT(SSC)</b>	Child Labor Act, Sexual Harassment Act

## ELECTIVE – C- MARKETING MANAGEMENT

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### M3404: SALES AND DISTRIBUTION MANAGEMENT

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	IV				Offered in	Even Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	The objective of the course is to develop an understanding of Sales and distribution with emphasis on various aspects of Sales and Distribution Management					
Course	Students will be able to:					

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<b>Outcomes</b>	<ol style="list-style-type: none"> <li>1) Apply the concepts of Sales management theories (PO1)</li> <li>2) Analyze the management of sales force. (PO2) (PO3)</li> <li>3) Evaluate the Sales and Management system. (PO4)</li> <li>4) Design the distribution channel and marketing channels. (PO4) (PO5)</li> </ol>
<b>Unit-1</b>	Sales Management; Objectives and Functions, Setting up a sales organization, Personal Selling.
<b>Unit-2</b>	Management of Sales force, Recruitment & Selection, Training, Motivation and Evaluation, Compensating Sales Force. <b>Creating awareness with respect to selling of goods through ethical means.</b>
<b>Unit-3</b>	Sales forecasting, Territory Management, Sales Budget, Sales Quota, Sales reports (various types)
<b>Unit-4</b>	Distribution Management, Design of Distribution Channel, Channel Conflict, Co-operation & Competition
<b>Unit - 5</b>	Order processing, Transportation, warehousing, inventory, market logistics decision, SCM
<b>Unit - 6</b>	Sales of consumer goods, sales of industrial products, sales of premium products. How to conduct a call while in a job of sales?
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. Still, Cundiffs, Govani, Sales Management, Pearson</li> <li>2. S.L. Gupta , Sales &amp; Distribution Management, Excel Books</li> <li>3. Chunawala, Sales &amp; Distribution Management, HPH</li> </ol>
<b>SELF STUDY COMPONENT (SSC)</b>	<p>Practical:</p> <ol style="list-style-type: none"> <li>1. Interview sales people from various industries/sectors and understand personal selling process practically.</li> <li>2. Visit wholesalers and understand their territorial plans.</li> <li>3. Visit different retail stores and analyze point of sale displays</li> <li>4. Visit various supermarkets and compare them on the basis of assortments and services. Understand process of personal selling of multilevel marketing channels and medical representatives.</li> <li>5. Understand supply chain of various e commerce companies.</li> <li>6. Understand in detail unique distribution projects like ITC E-Choupal, Mumbai Dabbawala, HUL project Shakti etc.</li> </ol>



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### M3405: MARKETING OF SERVICES

Course Specification	Particulars					
Type	Specialization			Credits	4	
Semester	IV			Offered in	Even Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	The objective of the course is to accelerate an understanding of services and its effective marketing process with emphasis on various aspects like consumer behaviour in services, its promotion and distribution.					
Course Outcomes	<b>Students will be able to:</b> 1) Develop an understanding of the Services (PO1) 2) Analyze and classify Physical and Electronic Distribution Channels. (PO2) (PO3) 3) Evaluate Consumer Behavior in Services. (PO4)					

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	4) Create an experiential learning of Service Management. (PO4) (PO5)
<b>Unit-1</b>	<b>Introduction to Services:</b> Service Definition, The Significance of Marketing in Delivering Services, Understanding the Characteristics of Services. Categorization of Services, Marketing Environment for Services, Quality of Services. Models for Service Quality.
<b>Unit-2</b>	<b>Understanding Consumer Behaviour in Services:</b> Evaluate Consumer Decision Making, Influential Factors on Buyer Behaviour, Recognise Customer Expectations, Analyse Customer Perceptions. Understand Customer Complaint Behaviour. Dealing with Service failure and designing service recovery strategies.
<b>Unit-3</b>	<b>Physical and Electronic Distribution Channels:</b> Define Service Triangle, Distribution Channels for Services, Physical Delivery of Services. Understand the objectives of Physical Service Distribution, Electronic Channels and their Service Delivery Process. Define e-Services, Increasing Significance of e-Services. The significance of the Internet in Services, The importance of Technology in Service Marketing.
<b>Unit-4</b>	<b>Service Development and Design:</b> New service development, service blue printing, customer defined service standards, physical evidence and service scape
<b>Unit -5</b>	<b>Service Promotions:</b> Creating an Integrated Communication Program, Recommendations for Service Communication. Define Advertisement, Define Public Relations, Define Sales Promotion.
<b>Unit -6</b>	<b>Service Management:</b> Process, People, Demand, and Productivity. Service Operations administration, Establishing an adaptable service organization.
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. Services Marketing by Govind Apte, Oxford University Press</li> <li>2. Services Marketing by Harsh Verma, Person Publication</li> <li>3. Services Marketing by Vinnie Jauhari, Oxford University Press</li> <li>4. Services Marketing and Management by B. Balaji, S. Chand Publications.</li> </ol>
<b>SELF STUDY COMPONENT (SSC)</b>	Task for experiential learning- Analysing your personal experiences of service failure and response of service providers with respect to its service recovery.



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**ELECTIVE -D-  
OPERATIONS &  
LOGISTICS  
MANAGEMENT**

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### O3404: SERVICE OPERATION MANAGEMENT

Course Specification	Particulars						
Type	Specialization				Credits	4	
Semester	IV				Offered in	Even Sem	
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study	
	24	60	16	100			
Course Objective	The objective of the course is to understand the growing significance and impact of services on the growth and economy and the scientific ways to run the operations so as to optimize the business and brand returns						
Course Outcomes	<ol style="list-style-type: none"><li>1. Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness [PO1]</li><li>2. Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production &amp; scheduling and sequencing techniques in operation environments [PO1] [PO2]</li></ol>						

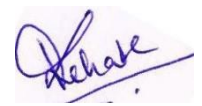
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	<p>3. Develop aggregate capacity plans and MPS in operation environments. [P04] 4. Plan and implement suitable materials handling principles and practices in the operations. [P01] [P04]</p>
<b>Unit-1</b>	<b>Introduction:</b> Nature & Role of Services in Economy, Service Operations and their Management Fundamentals, Service Strategy, Positioning of Services in the Organisation Value Chain
<b>Unit-2</b>	<b>Service Infrastructure:</b> Service Facility Design, Layout & Location, Off-shoring & Outsourcing, Technology in Services, Front-office Back-office Interface, Human Factor in Services, External Associates in Service Process
<b>Unit-3</b>	<b>Service Delivery:</b> Customer Expectations and the Planned Provision in Service Delivery, Legal Aspects of Expectation-Delivery Gaps, Service Waiting Line and Customer Relationship Management; Inventory Management for Improved service Delivery
<b>Unit-4</b>	<b>Improving Service Delivery Propositions:</b> Service Growth and Globalization; Forecasting Demand for Services; Capacity and Demand Management; Customer Expectations and the Planned Provision in Service Delivery
<b>Unit-5</b>	<b>Incorporating AI and Other Latest Technologies in Service Operations:</b> Introduction to AI and other new age technologies. AI as a service (AIaaS). Futuristic Scenario of incorporating new technologies like cloud computing, simulation, robotics etc in service operations
<b>Unit-6</b>	<b>Legal Aspects of Expectation-Delivery Gaps;</b> Service Waiting Line and Customer Relationship Management; Inventory Management for Improved service Delivery
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Deborah (2008), Competitive Strategies for Service Businesses, New Delhi: Jaico</li> <li>• Fitzsimmons &amp; Fitzsimmons (2006), Service Management, Tata McGraw-Hill</li> <li>• Haksever, et al. (2006), Service Management and Operations, Pearson Education</li> <li>• Hollins (2007), Managing Service Operations, Sage Publications</li> <li>• Johnston &amp; Clark (2009), Service Operations Management, Pearson Education</li> <li>• Metters, et al. (2006), Service Operations Management, Cengage Learning</li> <li>• Davis &amp; Heineke (2003), Managing Services: People and Technology, Tata McGraw Hill.</li> </ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Application of AI in Service Operations



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### 03405: LOGISTICS & SUPPLY CHAIN MANAGEMENT

Course Specification	Particulars					
Type	Specialization			Credits	4	
Semester	IV			Offered in	Even Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study Classroom study	
	24	60	16	100		
Course Objective	The objective of this course is to provide students with a sound knowledge of various activities and parties involved in domestic logistics and supply chain management.					
Course Outcomes	1. Examine vehicle selection process [PO1] 2. Analyse costing system [PO1][PO2] 3. Employ legislation in transportation [PO1] 4. Elaborate Use of IT in vehicle management in logistics [PO2][PO4]					

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<b>Unit-1</b>	<b>Logistic Physical distribution:</b> Participation in the physical distribution functions – The environment of physical distribution – Channel design strategies and structure – electing channel members – Setting distribution objectives and tasks – Target markets and channel design strategies
<b>Unit-2</b>	<b>Logistics Management Information Systems,</b> Logistics Management Information Systems, Essential Data for Decision Making, Three Types of Records, Stockkeeping Records, Transaction Records, Consumption Records, Relationships among Data Found in Records, Summary Reporting and Reporting Systems, The Six Rights for LMIS Data, Summary Reports, Feedback Reports
<b>Unit-3</b>	<b>SCM Services:</b> Customer service, Customer expectation and perception, service delivery performance. SCM Demand and planning, demand forecasting, sales and operational planning, collaborative commerce, Bullwhip effect
<b>Unit-4</b>	<b>Emerging Technology in Supply Chain Management:</b> The Emergence of E-commerce, Enterprise Resource Planning (ERP) Geographic Information System (GIS), Intelligent Transportation Systems, Barcoding Systems, Radio Frequency Identification (RFID), Artificial Intelligence Information Technology (IT) Project Management, Future Trends of IT in Global Commerce.
<b>Unit -5</b>	<b>Business Process:</b> Mapping Business process & Measuring process performance.- Reducing cycle time, Bench marking, Strategies for business process improvement. - Measuring Quality Supply Chain Integration : Push , Pull, Push-pull systems, Demand driven strategies & Internet on Supply Chain Strategies. - Distribution strategies, Centralized vs decentralized, Control & Central versus local facilities
<b>Unit-6</b>	<b>Decision Support Systems:</b> Introduction, Global Supply Chain Information Technology decision support system.-Interpretation of data, Analytical tools, Presentation tools & Selecting a Supply Chain DSS
<b>Resources</b>	<ul style="list-style-type: none"><li>• Darid Simchi – Levi, Pl</li><li>• The essentials of supply chain management, New Business concepts and Applications, Hockey Min, James R. Pearson Education, 2015, ISBN-10: 0-13-403623-9</li><li>• The Logistics Handbook, United States Agency for International Development</li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Radio Frequency Identification (RFID)

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## **ELECTIVE-E- BUSINESS ANALYTICS**

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### BA3404: SOCIAL MEDIA ANALYTICS

Course Specification	Particulars					
Type	Specialization				Credits	4
Semester	IV				Offered in	Even Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	06 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	This course will equip students with the fundamental concepts of social media analytics. This also helps in understand the parameter of social analytics for better decision making.					
Course Outcomes	<b>Students will be able to:</b> 1. To apply digital marketing tools to solve business challenges [PO1] 2. To cultivate value-based leadership in students aiming to become web analytics professionals [PO2 PO3] 3. To analyse global, economic, legal, and ethical aspects of business using					

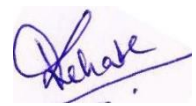
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	<p>Google Analytics and optimization tools [PO4] 4. To empower students to lead and contribute to organizational goals through digital marketing strategies [PO5]</p>
<b>Unit-1</b>	<b>Social Media &amp; Analytics:</b> Introduction to Social Media, Social media landscape, Social Media Analytics & its need. SMA in Small and large organizations; Application of SMA in different social media platforms
<b>Unit-2</b>	<b>Introduction to Web Analytics:</b> Definition, Process, Key terms: Site references, Keywords and Key phrases; building block terms: Visit characterization terms, Content characterization terms, Conversion metrics
<b>Unit-3</b>	<b>Network fundamentals:</b> The social networks perspective - nodes, ties and influencers, Social network, web data and methods
<b>Unit-4</b>	<b>Data Collection and Web Analytics Fundamentals:</b> Capturing Data: Web logs, web Beacons, java script tags, packet sniffing; Outcome data: E-commerce, Lead generation
<b>Unit-5</b>	<b>Web Metrics &amp; Analytics: Common metrics:</b> Hits, Page views, visits, unique page views, Bounce, Bounce rate & its improvement, Average time on-site, Real-time report, traffic source report, custom campaigns, content report, Google analytics
<b>Unit-6</b>	<b>Google Analytics:</b> Brief introduction and working, Google website optimizer, Implementation technology, Limitations, Performance concerns, Privacy issues
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Deborah (2008), Competitive Strategies for Service Businesses, New Delhi: Jaico</li> <li>• Fitzsimmons &amp; Fitzsimmons (2006), Service Management, Tata McGraw-Hill</li> <li>• Haksever, et al. (2006), Service Management and Operations, Pearson Education</li> <li>• Hollins (2007), Managing Service Operations, Sage Publications</li> <li>• Johnston &amp; Clark (2009), Service Operations Management, Pearson Education</li> <li>• Metters, et al. (2006), Service Operations Management, Cengage Learning</li> <li>• Davis &amp; Heineke (2003), Managing Services: People and Technology, Tata McGraw Hill.</li> </ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Application of Google Analytics



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### BA3405: MACHINE LEARNING & PREDICTIVE ANALYSIS

Course Specification	Particulars					
Type	Specialization			Credits	4	
Semester	IV			Offered in	Odd Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	This course will equip students with the fundamental concepts of machine learning Modelling. This also helps in understand the business problems, its mapping and optimize the result for better decision making.					
Course Outcomes	1. To understand the need of Machine Learning & Statistics for solving various problems [P01] 2. To understand the basic concepts of Supervised and Unsupervised learning. [P01] [P02] 3. To apply regression analysis on the data available. [P02] 4. To design appropriate machine learning and apply on real world problems [P01] [P04] [P05]					
Unit-1	<b>Introduction:</b> Predictive Data Analytics, Machine Learning, How Does it Work?,					

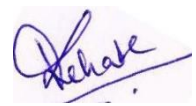
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	whats wrong with with Machine Learning, Predictive Data Analytics Project Lifecycle: CRISP-DM, Predictive Data Analytics Tools
<b>Unit-2</b>	<b>Supervised Learning:</b> Introduction to classification, Linear Regression, Metrics for evaluating linear model, Multivariate regression, Non-Linear Regression, K-Nearest Neighbor, Decision Trees, Logistic Regression, Support Vector Machines
<b>Unit-3</b>	<b>Unsupervised Learning:</b> Clustering, Hierarchical clustering, Partitioning Clustering- K-mean clustering, Density Based Methods DBSCAN, OPTICS, Applications of unsupervised learning in multiple domains,
<b>Unit-4</b>	<b>Data to Insights to Decisions,</b> Converting Business Problems into Analytics Solutions, Assessing Feasibility, Designing the Analytics Base Table, Designing and Implementing Features, Different Types of Data, Different Types of Features, Handling Time, Legal Issues, Implementing Features, Case Study
<b>Unit-5</b>	<b>Information-based Learning,</b> Decision Trees, Shannon's Entropy Model, Similarity-based Learning, Feature Space, Measuring Similarity Using Distance Metrics, The Nearest Neighbor Algorithm, Probability-based Learning, Bayes' Theorem, Bayesian Prediction, Conditional Independence and Factorization Error-based Learning Simple Linear Regression, Measuring Error, Error Surfaces
<b>Unit-6</b>	<b>Different Perspectives on Prediction Models,</b> Choosing a Machine Learning Approach, Matching Machine Learning Approaches to Projects, Matching Machine Learning Approaches to Data, Your Next Steps
<b>Resources</b>	<ul style="list-style-type: none"> <li>• FUNDAMENTALS OF MACHINE LEARNING FOR PREDICTIVE DATA ANALYTICS, John D. Kelleher, Brian Mac Namee, Aoife D' Arcy, The MIT Press, Cambridge, Massachusetts, London, England</li> <li>• Machine Learning in Python, Essential techniques for predictive analysis, Michael Bowles, WILEY</li> <li>• "Introduction to Machine Learning with Python: A Guide for Data Scientists" , Andreas C., Muller and Sarah Guido</li> <li>• Machine Learning in Business: John C. Hull , An Introduction to Statistical Learning with Applications in R : James, G., Witten, D., Hastie, T., Tibshirani, R. (Springer)</li> </ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Predictive Analysis cases in functional domains.



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### HM3404: MARKETING OF HEALTH CARE SERVICES

## ELECTIVE -F- HEALTH CARE MANAGEMENT

Course Specification	Particulars				
Type	Specialization			Credits	4
Semester	IV			Offered in	Even Sem
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study
	24	60	16		
Course Objective	The primary goal of this course is to understand how to apply marketing principles to the health care market. What makes the health care market special is that the decision makers are not only the end-users (i.e., the patients), but also the doctors, who play an important role on what drugs, medical devices, and surgical procedures that their patients should use. Health marketing requires us to take these two actors, and the constraints set by the government and insurance companies, into account				
Course Outcomes	<b>Students will be able :</b> 1.To understanding the nature and scope of marketing and marketing				

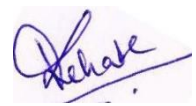
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	<p>environment for healthcare sector. [PO1] 2.To examine the service product and revenue management.[PO1] [PO2] 3.To analyse the consumer behaviour in healthcare services [PO2] 4.To design the framework to diagnose a company's segmentation -targeting-positioning strategy and make recommendations.[PO2] [PO4]</p>
<b>Unit-1</b>	<b>Introduction to Service Marketing</b> - Introduction, classification of services, differences in goods and services, reasons for growth in health care services.
<b>Unit-2</b>	<b>Consumer Behaviour</b> - Customers interact with service operations, Reference Group influence, purchase process, customers' needs and expectations, difficulty in evaluation of services, service, customer loyalty, understanding CRM.
<b>Unit-3</b>	<b>Service product and revenue management</b> - Planning and creating services, identifying and classifying supplementary services, branding service products, new service development, objectives and foundations for setting prices, methods of service pricing, revenue management.
<b>Unit-4</b>	<b>Market Analysis and Selection-</b> Service delivery and service quality - Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning.
<b>Unit-5</b>	<b>Communication and Advertising</b> - Objectives for marketing communications, Challenges and opportunities in Service Communication, Media Of communications, Media selection; Advertising effectiveness.
<b>Unit-6</b>	<b>Designing &amp; Distribution of Hospital Services</b> - Customer as co-producer, Demand Fluctuations, integrating service quality and productivity strategies, measuring and improving service quality. Distribution in a service context, options for service delivery, decisions about place and time, service delivery
<b>Resources</b>	<ol style="list-style-type: none"> <li>1. Perrault.W.D, Cannon, J.P.&amp; McCarthy, EJ (2010). Basic marketing, New Delhi</li> <li>2. Berkowiz.E.N (2010). Esentials of healthcare marketing (3rd edition). Jones &amp; Bartlett Learning</li> <li>3. Shipley, M. D. In Search of Good Medicine: Hospital Marketing Strategies to engage Healthcare Consumers</li> </ol>
<b>SELF STUDY COMPONENT (SSC)</b>	<p>Study and observe as to how digital technology has enabled consumers to take more control of their own health. Like- Wearable devices, smartphone apps, etc., provides consumers with new tools to encourage exercise, control calorie inputs, change bad habits, monitor health indexes, manage mental health, etc.</p>



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**HM3405: HEALTH CARE DELIVERY SYSTEM  
AND PUBLIC HEALTH IN INDIA**

Course Specification	Particulars					
Type	Specialization			Credits	4	
Semester	IV			Offered in	Even Sem	
Pedagogy	Interactive lecture session with activities & case studies			Standard Specification	6 Units	
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	The objective of the course is to develop and design strategies to cope up with the challenges faced by healthcare services.					
Course Outcomes	<b>Students will be able to:</b> 1) Understand the importance of healthcare policy making as it relates to the healthcare Delivery system (PO1) 2) Helps to understand the different types of organization, services and personnel and their Relationship across the healthcare system. (PO2) 3) Identify the potential risk to quality patient care and to organization (PO4) 4) Implement policies, regulations and standards that affects healthcare operations and health information exchange (PO4) (PO5)					
Unit-1	Evolution of Health systems, Committees for Health Planning, Concepts of Primary Healthcare, Principles of Healthcare					

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<b>Unit-2</b>	Public Health Sector, Central Government Health Organization & Functions
<b>Unit-3</b>	State Government Health Organization & Functions, District Health Organizations And Panchayat Raj.
<b>Unit-4</b>	National Health Programmes National Vector borne Diseases control programme RNTCP, RCH, NRHM
<b>Unit - 5</b>	National Programme for NCD (Diabetes & Cancer) National AIDS Control Programme National Leprosy control Programme National Immunization Programme National Programme for Blindness control
<b>Unit - 6</b>	International Health Agencies Healthcare systems in Different Countries, Health Insurance IRDA and Cashless Hospitals Govt Insurance Schemes – CGHS & ESIS
<b>Resources</b>	<ol style="list-style-type: none"><li>1. Mukhmohit Singh, Community of Medicine and Public health</li><li>2. K.Park, Textbook of Preventive and social Medicine</li></ol>
<b>SELF STUDY COMPONENT (SSC)</b>	Practical – Visit website of <a href="https://www.nhp.gov.in/national-health-insurance-schemes_pg">https://www.nhp.gov.in/national-health-insurance-schemes_pg</a> , <a href="https://nha.gov.in/PM-JAY">https://nha.gov.in/PM-JAY</a> , <a href="http://www.nhm.gov.in">www.nhm.gov.in</a>

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