

KARNATAK LAW SOCIETY'S
GOGTE INSTITUTE OF TECHNOLOGY

UDYAMBAG, BELAGAVI-590008

(An Autonomous Institution under Visvesvaraya Technological University, Belagavi)

(APPROVED BY AICTE, NEW DELHI)



Department of MBA

Scheme and Syllabus (2020 Scheme)

1st to 4th Semester Name of the Programme

INSTITUTION VISION

Gogte Institute of Technology shall stand out as an institution of excellence in technical education and in training individuals for outstanding caliber, character coupled with creativity and entrepreneurial skills.

MISSION

To train the students to become Quality Engineers with High Standards of Professionalism and Ethics who have Positive Attitude, a Perfect blend of Techno-Managerial Skills and Problem solving ability with an analytical and innovative mindset.

QUALITY POLICY

- Imparting value added technical education with state-of-the-art technology in a congenial, disciplined and a research oriented environment.
- Fostering cultural, ethical, moral and social values in the human resources of the institution.
- Reinforcing our bonds with the Parents, Industry, Alumni, and to seek their suggestions for innovating and excelling in every sphere of quality education.

DEPARTMENT VISION

To be Recognized as a Progressive Department for Business Education, Research and create Meaningful Students Engagement for Learning Management Education

MISSION

Developing excellence through learning to develop effective and responsible leaders by creating insightful knowledge and inspiring students to develop managerial skills, problem solving ability, analytical and innovative mindset
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PROGRAM EDUCATIONAL OBJECTIVES (PEOs)
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|----|--|
| 1. | Students of the programme will contribute by understanding and application of knowledge in the field of management science |
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2.	Students of the programme will be trained in analytical and decision making competencies to identify, analyze and understand business process and environment
3.	Students of the programme will acquire necessary managerial skills to think strategically and to lead, motivate and manage teams, thereby enhancing managerial effectiveness

PROGRAM OUTCOMES (POs)	
1.	Apply knowledge of management theories and practices to solve business problems.
2.	Foster analytical and critical thinking abilities for data based decision making
3.	Ability to develop value based leadership ability
4.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment
6.	Ability to make use of relevant skills acquired during the programme for career advancement
7.	Ability to acquire entrepreneurial competencies to create value for the society at large

PROGRAM SPECIFIC OUTCOMES (PSOs)	
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community

2020-21 Scheme of Teaching and Examination

1st to 4th Semester MBA

Total credits for MBA Program: 100

	Semester	Credits per Sem	Total credits
1st year	1	25	53
	2	28	
2nd year	3	25	47
	4	22	
	Total	100	100

Curriculum frame work:

Sl. No.	Course	Credits
1	Professional Core	PC
2	Professional Elective	PE
3	Online Courses (SWAYAM)	PC
4	Minor Project / Skill Development / Teaching Assistantship	
5	Internship	PI
6	Project	PR
	Total	100

Theory Course Credits		Online Course Credits	
Duration of course	Credits	Online course duration	Credits
50 hours of course content	4	04 weeks	1
40 hours of course content	3	08 weeks	2
Lecture (L) One Hour /week	1	12 weeks	3
Practicals (P) Two hours /week	1		

1st Sem MBA

S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	20MBA101	Digital (Online) Learning	FC	2 - 0 - 2	2	0	0	0	0	25	00	25
2.	20MBA102	Business Ethics & CSR	FC	2 - 0 - 0	2	1	0	0	1	25	00	25
3.	20MBA103	Management Science	PC	4 - 0 - 0	4	4	0	0	4	50	50	150
4.	20MBA104	Quantitative Techniques	PC	4 - 0 - 0	4	4	0	0	4	50	50	100
5.	20MBA105	Marketing Management	PC	4 - 0 - 0	4	4	0	0	4	50	50	100
6.	20MBA106	Accounting for Managers	PC	4 - 0 - 0	4	4	0	0	4	50	50	100
7.	20MBA107	Human Resource Management	PC	4 - 0 - 0	4	4	0	0	4	50	50	100
8.	20MBA108	Business Communication	PC	4 - 0 - 0	4	4	0	0	4	50	50	100
9.	20MBA109	Skill Development - 1	MNC	3 - 0 - 0	3	0	0	0	0	25	00	25
10.	20MBA110	Cambridge Business English Certification	MNC	3 - 0 - 0	3	0	0	0	0	25	00	25
		Total			25				25	350	300	650

2 nd Sem MBA												
S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	20MBA201	Organizational Behavior	PC	4 - 0 - 0	4	4	0	0	4	50	50	100
2.	20MBA202	Financial Management	PC	4 - 0 - 0	4	4	0	0	4	50	50	100
3.	20MBA203	Data Sciences	PC	4 - 0 - 0	4	4	0	0	4	50	50	100
4.	20MBA204	Business Research methodology	PC	4 - 0 - 0	4	4	0	0	4	50	50	100
5.	20MBA205	Managerial Economics	PC	4 - 0 - 0	4	4	0	0	4	50	50	100
6.	20MBA206	Legal and Business Environment	PC	4 - 0 - 0	4	4	0	0	4	50	50	100
7.	20MBA207	Entrepreneurship Development	PC	4 - 0 - 0	4	4	0	0	4	50	50	100
8.	20MBA208	Skill Development - 2	MNC	3 - 0 - 0	3	0	0	0	0	25	0	25
		Total			28				28	350	350	700
3 rd Sem MBA												
S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	20MBA301	Strategic Management	PC1	3 - 0 - 0	3	3	0	0	3	50	50	100
2.	20MBA302	Operations Management	PC2	3 - 0 - 0	3	3	0	0	3	50	50	100
3.	20MBA303	Internship Program	PC3	3 - 0 - 0	8 Weeks	4	0	0	4	50	50	100
4.		Elective - 1	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
5.		Elective - 2	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
6.		Elective - 3	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
7.		Elective - 4	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
8.		Elective - 5	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
		Total							25	400	400	800

3rd Sem MBA- Marketing Specialization

S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	20MBAMM304	Business Marketing	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
2.	20MBAMM305	Sales Management	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
3.	20MBAMM306	Retail Management	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
4.	20MBAMM307	Services Marketing	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
5.	20MBAMM308	Consumer Behaviour	PE	3 - 0 - 0	3	3	0	0	3	50	50	100

3rd Sem MBA- Finance Specialization

S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	20MBAFM309	Security Analysis & Portfolio Management	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
2.	20MBAFM310	Advanced Financial Management	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
3.	20MBAFM311	Mergers Acquisitions & Corporate Restructuring	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
4.	20MBAFM312	Managing Banks & Financial	PE	3 - 0 - 0	3	3	0	0	3	50	50	100

		Institutions										
5.	20MBAFM313	Corporate Valuation	PE	3-0-0	3	3	0	0	3	50	50	100

3rd Sem MBA- Human Resource Specialization

S.No.	Course Code	Course	Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks			
					L	T	P		CIE	SEE	TOTAL	
1.	20MBAHR314	Compensation Management	PE	3-0-0	3	3	0	0	3	50	50	100
2.	20MBAHR315	Performance Management & Competency Mapping	PE	3-0-0	3	3	0	0	3	50	50	100
3.	20MBAHR316	Management of Industrial Relations	PE	3-0-0	3	3	0	0	3	50	50	100
4.	20MBAHR317	HR Analytics	PE	3-0-0	3	3	0	0	3	50	50	100
5.	20MBAHR318	Talent Management	PE	3-0-0	3	3	0	0	3	50	50	100

3rd Sem MBA- Entrepreneurship Development Specialization

S.No.	Course Code	Course	Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks			
					L	T	P		CIE	SEE	TOTAL	
1.	20MBAED319	Entrepreneurial Management	PE	3-0-0	3	3	0	0	3	50	50	100
2.	20MBAED320	Entrepreneurship, Creativity and Innovation	PE	3-0-0	3	3	0	0	3	50	50	100
3.	20MBAED321	Social Entrepreneurship	PE	3-0-0	3	3	0	0	3	50	50	100

3 rd Sem MBA- Information Technology Specialization												
S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	20MBAIT322	Managing E-Business	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
2.	20MBAIT323	Management Information System	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
3.	20MBAIT324	Enterprise Resource Planning	PE	3 - 0 - 0	3	3	0	0	3	50	50	100

4 th Sem MBA												
S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	20MBA401	Management Control Systems	PC	3 - 0 - 0	3	3	0	0	3	50	50	100
2.	20MBA402	Supply Chain Management	PC	3 - 0 - 0	3	3	0	0	3	50	50	100
3.	20MBA403	Research Publication	PC	1 - 0 - 0	1	1	0	0	1	25	--	25
		Elective - 1	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
		Elective - 2	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
		Elective - 3	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
		Elective - 4	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
		Elective - 5	PE	3 - 0 - 0	3	3	0	0	3	50	50	100
		Total			22				22	375	350	725

4 th Sem MBA- Marketing Specialization												
S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L – T – P		L	T	P		CIE	SEE	TOTAL
1.	20MBAMM404	Integrated Marketing Communications	PE	3 – 0 – 0	3	3	0	0	3	50	50	100
2.	20MBAMM405	Strategic Brand Management	PE	3 – 0 – 0	3	3	0	0	3	50	50	100
3.	20MBAMM406	International Marketing Management	PE	3 – 0 – 0	3	3	0	0	3	50	50	100
4.	20MBAMM407	Digital Marketing	PE	3 – 0 – 0	3	3	0	0	3	50	50	100
5.	20MBAMM408	Rural Marketing	PE	3 – 0 – 0	3	3	0	0	3	50	50	100

4 th Sem MBA- Finance Specialization												
S.No.	Course Code	Course		Contact Hours	Contact Hours/week	Credit Allocation			Total credits	Marks		
				L – T – P		L	T	P		CIE	SEE	TOTAL
1.	20MBAFM409	Corporate Taxation	PE	3 – 0 – 0	3	3	0	0	3	50	50	100
2.	20MBAFM410	Financial Derivatives	PE	3 – 0 – 0	3	3	0	0	3	50	50	100
3.	20MBAFM411	International Financial Management	PE	3 – 0 – 0	3	3	0	0	3	50	50	100
4.	20MBAFM412	Project Appraisal and Finance	PE	3 – 0 – 0	3	3	0	0	3	50	50	100
5.	20MBAFM413	Risk Management and Insurance	PE	3 – 0 – 0	3	3	0	0	3	50	50	100

4 th Sem MBA- Human Resource Management Specialization												
S.No.	Course Code	Course		Contact	Contact	Credit			Total	Marks		
				Hours	Hours/week	Allocation			credits	CIE	SEE	TOTAL
				L – T - P		L	T	P				
1.	20MBAHR414	International Human Resource Management	PE	3 – 0 – 0	3	3	0	0	3	50	50	100
2.	20MBAHR415	Training and Development	PE	3 – 0 – 0	3	3	0	0	3	50	50	100
3.	20MBAHR416	Recruitment and Selection	PE	3 – 0 – 0	3	3	0	0	3	50	50	100
4.	20MBAHR417	Organizational Development	PE	3 – 0 – 0	3	3	0	0	3	50	50	100
5.	20MBAHR418	Change and Knowledge Management	PE	3 – 0 – 0	3	3	0	0	3	50	50	100

4 th Sem MBA- Entrepreneurship Development Specialization												
S.No.	Course Code	Course		Contact	Contact	Credit			Total	Marks		
				Hours	Hours/week	Allocation			credits	CIE	SEE	TOTAL
				L – T - P		L	T	P				
1.	20MBAED419	Family Business and Entrepreneurship	PE	3 – 0 – 0	3	3	0	0	3	50	50	100
2.	20MBAED420	Financing the Entrepreneurial Business	PE	3 – 0 – 0	3	3	0	0	3	50	50	100
3.	20MBAED421	Managing the Growing Business	PE	3 – 0 – 0	3	3	0	0	3	50	50	100

4th Sem MBA- Information Technology Specialization												
S.No.	Course Code	Course		Contact	Contact	Credit			Total	Marks		
				Hours	Hours/week	Allocation			credits			
				L - T - P		L	T	P		CIE	SEE	TOTAL
1.	20MBAIT422	Technology Management	PE	3-0-0	3	3	0	0	3	50	50	100
2.	20MBAIT423	Social Media Web and Text Analytics	PE	3-0-0	3	3	0	0	3	50	50	100
3.	20MBAIT424	AI and Soft Computing in Business Applications	PE	3-0-0	3	3	0	0	3	50	50	100

STRATEGIC MANAGEMENT

Course Code	20MBA301	Credits L-T-P	3 – 0 – 0
Course type	PC	Total credits	3
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	Lecture = 40Hrs; Tutorial =0Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning Objectives	
1.	To provide insights into the core concepts of strategic management.
2.	To evaluate various business strategies in dynamic market environments.
3.	To evaluate corporate and business levels strategies to gain competitive advantage
4.	To enable the students to gain knowledge of strategy implementation and the control measures for effective decision-making.

Pre-requisites : Basic of Business Models, Strategies and Corporate Environment

Unit - I	8 Hours Flipped Classes Content = 2 Hours
<p>Introduction to Strategic Management: Meaning and Nature of Strategic Management, Scope, Importance and Levels of strategy. Strategic Management Process, Strategic Decision making, Strategy formulation-Vision, Mission, Values, Objectives, Goals and Policies. Strategic Fit and Intent. Business Model</p> <p>Case Study: Performance Management at IRD Corporation (B) (IIM Case)</p> <p><i>Topics for Flipped Classes: Vision and Mission of Indian Companies</i></p>	

Unit - II	8 Hours Flipped Classes Content = 2 Hours
<p>Strategic Environmental Analysis : External environment : PESTEL analysis, Porter’s Five Forces Model, Porter’s Dominant Economic Feature , Industry life cycle analysis and The New BCG matrix Internal Environment : Competencies and Critical Success Factors , TOWS and SWOT Matrix , Value Chain Concept, VRIO framework, Benchmarking , Balanced Score Card Self learning topics: Chemistry Looks to the Future at Innovassynth (IIM Case)</p> <p><i>Topics for Flipped Classes: Porter’s Five Forces Model applied to Indian Business Houses</i></p>	

Unit - III	8 Hours Flipped Classes Content = 2 Hours
<p>Competitive Strategies: Corporate Strategies –(Integration, Diversification, Strategic Alliances , Outsourcing and globalization strategies) Business Level Strategies: Competitive positing and Business strategy, Strategic Groups , Navigating through Life cycle , Retrenchment Strategies (Turnaround, Divestment and Liquation), Ansoff’s Matrix Self learning topics: Suvasi Textiles (IIM Case)</p> <p><i>Topics for Flipped Classes: Mergers and Acquisitions, Joint Ventures and Strategic Alliances</i></p>	

Unit - IV	8 Hours Flipped Classes Content = 2 Hours
<p>Strategy Implementation and Control : Organizational Structure, Leadership and Culture, Innovations in Process, Product, Technology and Platform based competition, Mckinseys7S framework. Strategic Control- Strategic Controls (Premise Control, Strategic Surveillance, Special Alert Control, Implementation Control). Designing Innovation Eco systems for business sustainability and growth. Self learning topics: Tirumala Tirupati Devasthanams (A) (IIM Case)</p> <p><i>Topics for Flipped Classes: Leadership and Culture a Strategic perspective</i></p>	

Unit - V	8 Hours Flipped Classes Content = 2 Hours
Emerging Strategic Trends- Country evaluation, selection and entry strategies, Choosing a Global strategy, Blue Ocean Strategy, 4 Action Framework, Co-Creation for value enhancement, Traditional to Transformational Business Models in Indian Context	
Topics for Flipped Classes: Traditional to Transformational Business Models in Indian Context	

Self Study Topics	
Unit No.	Topic description
1	Business model presentations Eg: OLA, AirBNB, Microsoft, HPetc.
2	Business Analysis of companies using GE-9 cell matrix
3	Understating the latest Corporate and Business strategies
4	Digital Business Platforms (Implementation and Control)
5	Study the profiles of Most influential Strategic Gurus
6	Chairman Speech of any reputed MNC during the AGM's to be evaluated and presented

Books	
Text Books:	
1.	Arthur A. Thompson Jr. , Margaret A. Peteraf , John E. Gamble , A. J. Strickland III , Arun K. Jain Crafting and Executing Strategy: The Quest for Competitive Advantage – Concepts and Cases , McGraw Hill Education ,19/e 2017
2.	Hunger David &Wheelen T. (2005). Strategic Management. New Delhi: Prentice Hall.
3.	Hill & Jones, An Integrated Approach to Strategic Management, Cengage, New Delhi
4.	Gupta, Strategic Management, Prentice Hall of India, New Delhi
Reference Books:	
1.	David Fred R. (2012). Strategic Management- Concepts & Cases. New Delhi: PHI
2.	Ghosh .P. K (2013). Strategic Management - Text & Cases. Delhi: Sultan Chand
E-resourses(NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://nptel.ac.in/courses/110108047/4

Course delivery methods		Assessment methods	
1.	Lecture	1.	Internal Test
2.	Case Studies	2.	Case studies
3.	Problem Solving	3.	Assignments
4.	Video Documentaries	4.	Project

Course Outcome (COs)				
At the end of the course, the student will be able to		Bloom's Level	PO(s)	PSO(s)
1.	To Identify the strategic premises on which the business functions	L3	1	1
2.	Compare the internal and external factors those influence crafting a strategy	L3	2	2
3.	Distinguish corporate strategies and business level strategies adopted by the different companies	L3	3,4	2
4.	Understand Emerging Strategic Trends in the Business world	L1	5	3
5	Design & develop strategy implementation and control	L6	6,7	3

Program Outcomes(POs)			PO No.
1.	Apply knowledge of management theories and practices to solve business problems		PO1
2.	Foster analytical and critical thinking abilities for data based decision making.		PO2
3.	Ability to develop value based leadership ability.		PO3
4	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business		PO4
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment		PO5
6	Ability to make use of relevant skills acquired during the program for career advancement		PO6
7	Ability to acquire entrepreneurial competencies to create value for the society at large		PO7

Program Specific Outcome of this course (PSOs)			PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices		
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement		
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community		

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks are scored by 75% of the students.
2	60 % of the total marks are scored by 70% of the students.
3	80 % of the total marks are scored by 65% of the students.

CO-PO Mapping (planned)							CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1			2	3	1		1	2		
CO2	3	2							2	
CO3	2		2			2	1			2
CO4			2	3		2		2		
CO5	2	2		2	2	2	1		2	
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<p>➤ Writing two IA test is compulsory.</p> <p>➤ Minimum marks required to qualify for SEE : 20 out of 50</p>					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<ul style="list-style-type: none"> • Part A contains three marks questions students have to answer five questions out of seven questions. • Part B contains seven marks questions, students have to answer five questions out of seven questions. • Part C contains ten marks questions, students have to answer three questions out of four questions. <p>Part D contains twenty marks, this is compulsory to answer for all students</p>

Operations Management (Theory)

Course Code	20MBA302	Course type	PC	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives	
1.	To develop an understanding of how the operations, have strategic importance and can provide a competitive advantage in the workplace
2.	To understand the relationship between operations and other business functions
3.	To understand techniques of location and facility planning; line balancing; job designing; and capacity planning in operations management.
4.	To understand the Materials Management function starting from Demand Management through Inventory Management.

Pre-requisites: A student should have the basic knowledge about Production and Operations Management and conversion process using various techniques.

	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Unit – I	
Introduction: Introduction to Operations Management, Operations; As a key functional area, OM A Systems Perspective,	
Additive manufacturing: Modeling, printing, Finishing materials, multi material 3D printing, 4D printing, seven categories of additive manufacturing, Applications of 3D printing.	
Automation: Lights out manufacturing, convertibility and turnaround time, Automation tools, recent and emerging automation applications. Robotics, applications of robotics, human robot interactions.	
Topics for Flipped Classes: Additive manufacturing	

Unit – II	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Agile Management:	
Agile manifesto, Agile principles, SCRUM, roles in SCRUM, Sprint, Product backlog, User stories, epic stories, velocity planning, release planning, burn down and burnup charts. Niko calendar, Poker, Agile estimation, time boxing, distributed agile	
Topics for Flipped Classes: Sprint planning	

Unit – III	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Facility Planning: Factors affecting facility location decisions. Importance of facility location decisions. Facility location models. Facility Layout Planning: Importance of facility layout. Types of plant layouts, Factors influencing facility layout decisions.	
Capacity Planning: Introduction; CRP, MRP, MRP II MPS, Managerial Importance of aggregate Plans, Alternatives for managing demand and supply. Capacity augmentation strategies. Matching demand and capacity	

Productivity Measurement: Work Study: Productivity and Organization Variables affecting labor productivity, Work Study; Method Study; Data collection, recording, examining and improving work. Material flow and material handling study, Work Measurement; Work sampling study Method study: Time study and Motion study

Topics for Flipped Classes: Factors affecting facility location decisions.

Contact Hours = 8 Hours

Flipped Classes Content = 2 Hours

Unit – IV

Materials Management: Operations and value chain, Purchasing and supply chain, Purchase Department, Role, Principles and Functions. Role of Materials Management, Materials and Profitability, Purchase Functions, Vendor Selection and Development, Vendor Rating, Concept of Lead Time, Purchase requisition, Purchase order. Inventory Management: Concept of inventory, Types, Classification, ABC analysis, Inventory Costs, Inventory Models EOQ, Safety Stock, Re-order Point, and Quantity Discounts

Topics for Flipped Classes: Inventory Models

Contact Hours = 8 Hours

Flipped Classes Content = 2 Hours

Unit –V

Introduction to Total Quality Management (TQM): TQM framework. Cost of quality. Taguchi techniques Concepts of Quality circle, Japanese 5S principles. Tools and Techniques for Quality Management: Quality functions development (QFD) Benefits, Failure Mode Effect Analysis (FMEA), Poke Yoke. CMM models, PCMM level -5.

Topics for Flipped Classes:PCMM level-5

Unit No.	Self-Study Component
I	Transformation Process
II	Agile manufacturing
III	Master Production Schedule
IV	Operations and Value chain
V	Industry 4.0

Books

Text Books:

1. B. Mahadevan, Operations Management, Theory and Practice, Pearson Education 2014
2. William J Stevenson, Operations Management. 9/e. Tata McGraw Hill 2016.
3. K Ashwathappa and Shridhar Bhat. Production and Operations Management. Himalaya Publications
4. J P Saxena, Production and Operation Management, Vijay Nicole Imprints Pvt Ltd, Second Edition

Reference Books:

1. Sushil Gupta and Martin Starr, Production and Operations Management, First Edition CRC Press, 2014
2. S N Chary, Production and Operations Management, Tata McGraw Hill, Second Edition

E-resources (NPTEL/SWAYAM.. Any Other)- mention links

1. <https://nptel.ac.in/course.php>
2. <https://www.coursera.org/in>

Course delivery methods

Assessment methods

- | | | | |
|----|-----------------|----|---|
| 1. | Chalk and Talk | 1. | IA tests |
| 2. | PPT and Videos | 2. | Online Quizzes (Surprise and Scheduled) |
| 3. | Flipped Classes | 3. | Open Book Tests (OBT) |

4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

Outcomes usually follow the format: "At the end of the course, students will be able to '*insert action verb here + insert knowledge, skills, or attitudes the student is expected to develop*' (Highlight the **action verb** representing the learning level.)

At the end of the course, the student will be able to		Learning Level	PO(s)	PSO(s)
1.	Identify the elements of operations management and various transformation processes to enhance productivity and competitiveness.	2,3,4	1,2	1
2.	Analyze and evaluate various facility alternatives and their capacity decisions, develop a balanced line of production & scheduling and sequencing techniques in operation environments	3,4	2	1
3.	Develop aggregate capacity plans and MPS in operation environments	3,4,5	3	2
4.	Plan, implement and evaluate suitable materials handling principles and practices in the operations	3,4,5	4	2
5.	Plan, implement and evaluate suitable quality control measures in Quality Circles to TQM	4,5	5,6	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1(Low)	50 % of the total marks is scored by 60% of the students.
2(Medium)	60 % of the total marks is scored by 50 to 70% of the students.
3(High)	60 % of the total marks is scored by 70% of the students.

	CO-PO Mapping (planned)							CO-PSO Mapping(planned)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	3	3	2	3	3	3	2	-	3
CO2	2	2	3	-	3	3	2	3	3	3
CO3	3	-	3	-	3	2	2	2	3	-
CO4	-	2	3	3	2	-	3	-	2	2
CO5	2	3	-	2	3	3	2	3	2	3
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<ul style="list-style-type: none"> ➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50 					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weight age

shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<ul style="list-style-type: none">- Question paper contains four parts.<ul style="list-style-type: none">○ <i>Part A</i> contains three marks questions students have to answer five questions out of seven questions.○ <i>Part B</i> contains seven marks questions, students have to answer five questions out of seven questions.○ <i>Part C</i> contains ten marks questions, students have to answer three questions out of four questions.○ <i>Part D</i> contains twenty marks, this is compulsory to answer for all students.

Business Marketing (Theory)

Course Code	20MBAMM304	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives

1.	To describe the applications, challenges and the dynamic environment of B2B marketing, including the unique nature of organizational buying behaviour.
2.	To design strategies and structures to effectively serve the B2B market.
3.	To apply a systematic approach to problem solving and decision making in business marketing organizations through the use of case studies.
4.	To develop a business marketing plan for a real local company that mainly targets business customers.

Pre-requisites : Students need to be aware about basics of marketing management and familiar with the concept of Business to Business Marketing.

	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Unit – I	
Exploring Business Markets and Business Marketing: Nature of Business Marketing: Business Vs Consumer Marketing. Economics of Industrial demand, Types of Industrial Markets, Types of Business Customers, Classifying industrial Products and Services, Organizational Procurement characteristics, Environmental analysis in Business Marketing.	
Topics for Flipped Classes: Nature of Business Marketing: Business Vs Consumer Marketing.	

	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Unit – II	
Organizational Buying Behaviour: Organizational buying process, Types of buying situations, Buying centre concept, Role of Buying behavior, Conflict Resolution in Decision making. Then Webster & Wind Model of Organizational Buying Behaviour, Sheth Model of Industrial Buyer Behaviour. Ethics in Purchasing. STP in B2B: Segmenting, Targeting and positioning of Business Markets. Value Based Segmentation, Model for segmenting the Organizational Markets.	
Topics for Flipped Classes: Types of buying situations	

	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Unit – III	
Product and Brand Strategy; Developing Product strategy, Analyzing Industrial Product Life Cycle, Developing Strategies for new and existing products. Branding Process and Branding Strategy. Business Service Marketing; Special Challenges. Pricing Strategies in B2B	

Marketing. Price Determinants, Factors Influencing Pricing Strategies, Pricing Methods, Pricing Strategies, Pricing Policies, Concept of Learning Curve, Competitive Bidding Leasing

Topics for Flipped Classes: Analyzing Industrial Product Life Cycle,

Contact Hours = 8 Hours

Flipped Classes Content = 2 Hours

Unit – IV

Managing B2B Channels and Supply Chain: Nature of Business Marketing Channel Intermediaries, Direct and Indirect channels, Channel Objectives, Channel Design, Managing channel Members, Selection and Motivation of Channel Members, Channel conflicts.

Marketing Communication Objectives. AIDA Model. B2B and Marketing Communications mix. Advertising, Sales Promotion, Personal selling, publicity/public relations and direct marketing in Industrial Markets. Trade Shows and Exhibitions.

Topics for Flipped Classes: Direct and Indirect channels

Contact Hours = 8 Hours

Flipped Classes Content = 2 Hours

Unit –V

Sales Force Management: Personal Selling in B2B, The Selling Process, Key Account Management, Managing the Industrial Sales force, Organizing and controlling the Industrial Sales force Activity. Planning for Sales Force Deployment. Measuring the Effectiveness of Sales Force. CRM Strategies for B2B, B2B through E-Commerce; Models of B2B

Topics for Flipped Classes: CRM Strategies for B2B

Unit No.	Self-Study Component
I	B2B V/s B2C
II	Types of Buying Situations
III	PLC in B2B
IV	Trade Shows and Exhibitions.
V	CRM in B2B

Books

Text Books:

1. Industrial Marketing. Robert R Reader & Reeder 2/e. Prentice Hall International Publication 2016.
2. Business Marketing. Michael D Hutt, Thomas W Speh. Cengage Learning Publication, 2018
3. Business Marketing. Krishna Havaladar. Latest Edition Tata McGraw Hill Publication, 2016

Reference Books:

1. Business Marketing. Frank G Bingham Jr. Latest Edition. Tata McGraw Hill Publication
2. Industrial Marketing. Mukherjee H S. Latest Edition. Excel Books Publication

E-resourses (NPTEL/SWAYAM.. Any Other)- mention links

1. <https://nptel.ac.in/course.php>
2. <https://www.coursera.org/in>

Course delivery methods

Assessment methods

- | | | | |
|----|----------------|----|---|
| 1. | Chalk and Talk | 1. | IA tests |
| 2. | PPT and Videos | 2. | Online Quizzes (Surprise and Scheduled) |

3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

Outcomes usually follow the format: "At the end of the course, students will be able to 'insert action verb here + insert knowledge, skills, or attitudes the student is expected to develop' (Highlight the **action verb** representing the learning level.)

At the end of the course, the student will be able to		Learning Level	PO(s)	PSO(s)
1.	Explain and analyze organizational buying and purchasing functions in all sectors of the business market;	2,3	1,2	1
2.	Explain, analyze and evaluate various business customer relationships	2,3,4	2	1
3.	Explain and analyze segmenting business target markets and evaluate B2B marketing strategy	3,4,5	3	2
4.	Analyze and evaluate business marketing mix	3,4,5	4	2
5.	Develop and evaluate marketing decision-making and communication skills for B2B marketing	4,5	5,6	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1(Low)	50 % of the total marks is scored by 60% of the students.
2(Medium)	60 % of the total marks is scored by 50 to 70% of the students.
3(High)	60 % of the total marks is scored by 70% of the students.

CO-PO Mapping (planned)								CO-PSO Mapping(planned)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	-	3	2	2	3	3	3	2	3
CO2	3	-	2	-	2	3	2	3	3	3
CO3	3	2	3	-	3	2	2	2	3	-
CO4	-	2	3	3	2	-	3	-	2	2
CO5	2	3	-	2	3	3	2	3	2	3
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50

- Writing two IA test is compulsory.
- **Minimum marks required to qualify for SEE : 20 out of 50**

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weight age shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
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2.	Minimum marks required in SEE to pass:
3.	<ul style="list-style-type: none"><li data-bbox="236 98 735 129">- Question paper contains four parts.<li data-bbox="331 141 1238 210">○ <i>Part A</i> contains three marks questions students have to answer five questions out of seven questions.<li data-bbox="331 221 1257 291">○ <i>Part B</i> contains seven marks questions, students have to answer five questions out of seven questions.<li data-bbox="331 302 1238 371">○ <i>Part C</i> contains ten marks questions, students have to answer three questions out of four questions.<li data-bbox="331 383 1358 414">○ <i>Part D</i> contains twenty marks, this is compulsory to answer for all students.

Sales Management (Theory)

Course Code	20MBAMM305	Credits L-T-P	3- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	L =40 Hrs	SEE Marks	3 Hours for 100 marks

Course learning objectives

1.	Discuss sales planning requirements
2.	Develop a report on salesmanship and personal selling.
3.	Familiarize the selling process related skills.
4.	Demonstrate sales organization techniques

Pre-requisites: Students are expected to have fundamentals of retail marketing in the first semester marketing subject.

Unit – I	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
<p>Objectives, characteristics, functions of sales management, types of selling: conditioned, order taker, sales oriented, direct, transaction oriented. Time management, SMART objectives, Stress management Sales planning: Stages in the planning process, planning assumptions; market size, market dynamics, spends regulation, competition, socio-economic factors, and demographic factors.</p> <p>Introduction to sales management: Objectives, characteristics, functions of sales management, types of selling: conditioned, order taker, sales oriented, direct, transaction oriented. SMART objectives. Types of Selling Jobs, The Modern-day Sales Activity, Emerging Trends in Sales Management, Stress Management.</p> <p>Topics for Flipped Classes: Characteristics and functions of sales management, types of selling: conditioned, order taker, sales oriented, direct, transaction oriented. SMART objectives</p>	

Unit - II	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
<p>Salesmanship and Personal selling Salesmanship: Definitions of salesmanship, essentials of salesmanship, utility of salesmanship, Selling situations, selling as an art and science, theories of buying and selling. Personal selling: Characteristics and importance of personal selling, effective personal selling, types of personal selling, negotiations, negotiation tactics Key account Management: Key Account Sales, Key account Management Functions, Customer Relationship Management,</p> <p>Topics for Flipped Classes: Characteristics and importance of personal selling, effective personal selling, types of personal selling, negotiations, negotiation tactics</p>	

Unit - III	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
<p>Prospecting and approaching: Prospecting: Cold canvassing , Endless chain customer referral , Prospect pool, Centers of influence , Non competing sales force, Observation , Friends and acquaintances, Lists and directories, Direct mail , Telemarketing, Trade shows and demonstrations. Pre approaching; Sales knowledge: Industry knowledge, Company knowledge, product knowledge, price and discount knowledge, competitor knowledge, technology knowledge, Knowledge of self. Call planning, rehearse the presentation, arranging the product literature, buyer possible questions checklist, telephonic skills.</p>	

Approaching:

Meeting and greeting; Gestures, Body language, handshakes, dress etiquettes, common mistakes in sales calls (over talking, over controlling, poor introduction)

Topics for Flipped Classes:

Industry knowledge, Company knowledge, product knowledge, price and discount knowledge, competitor knowledge, technology knowledge, Knowledge of self.

Unit - IV	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Presentation, Objection handling and closing	
<p>Sales presentation: canned presentation, organized presentation, tailored presentation, ignition, icebreaking, discovering the motivation, sales presentation, Memorized selling, formula selling, need satisfaction selling, problem solving selling, group presentation.</p> <p>Objection handling: Conflict management models, conflict management techniques (lumping, avoidance mediation, conciliation, arbitration, adjudication and negotiation), Conflict management process. Superior feature method, Yes...But method, Reverse English method, Indirect denial method, Pass out method, Comparison method, Direct denial method, Another angle method, Narrative method, Testimonial method, Question or WHY method</p> <p>Closing techniques: Assumptive Close, Negative Close, Caution Method, Implied Consent Method, Special Induced Method, Direct Order Method, Ownership Suggestion Method, Emotional Method.</p> <p>Follow Up: correct orders, contract, thanking customers, post purchase dissonance.</p>	
<p>Topics for Flipped Classes: Correct orders, contract, thanking customers, post purchase dissonance.</p>	

Unit - V	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Sales organization	
<p>Sales territories, sales force size determination, sales quota, and sales motivation, Sales reports, sales budgets, sales forecasting. Sales compensation, sales control, sales motivation, sales meetings.</p> <p>Ethical and Legal Responsibilities of Sales Managers: Business Ethics and Sales Management, Public Regulation and Sales Managers</p>	
<p>Topics for Flipped Classes: Sales territories, sales force size determination, sales quota, and sales motivation, Sales reports, sales budgets, sales forecasting</p>	

Self-Study Topics

Unit No.	Topic description
1	A basic knowledge of Sales Management Concepts
2	A study on roles and responsibilities of salesman
3	A basic idea of sales process
4	Application of personal selling in business
5	A study on sales department functions

Books

Text Books:	
1.	sales management, Still, cundiff, pearson, 5/e 2009
2.	sales and distribution management, Tapan panda, , 2e oxford 2012
3.	sales Management, Chris noonan, 1/e Routledge 1998.
4.	Management of a Sales Force, Rosann L. Spiro, Gregory A. Rich Bowling, William J. Stanton, 12/e, Mc Graw Hill, 2008
Reference Books:	
1.	Tom Hopkins- Selling for dummies- Willeys 1e
2.	Edward Bakers, selling skills, Kogan, 1e -1996
E-resourses(NPTEL/SWAYAM.. Any Other)- Mention links	
1.	Sales Management: https://nptel.ac.in/courses/110105122/
2.	Management of field sales https://nptel.ac.in/courses/110104117/

Course delivery methods		Assessment methods	
1.	Lecture	1.	Internal test
2.	Case study	2.	Project work
3.	Role Playing	3.	Case study
4.	Problem Solving	4.	Workshop
5.	Discussion Method	5.	Assignment

Course Outcome (COs)					
At the end of the course, the student will be able to			Bloom's Level	PO	PSO
1.	Develop a sales planning for hypothetical organization.		4	1,2,3,&5	1,3
2.	Design personal selling strategies for hypothetical organization		5	2,4,6	1,2,3
3.	Formulate sales organization strategy for a small and medium organization.		3	1,3,5&5	2

Program Outcome of this course (POs)		PO No.
1.	Students will be able to solve problems of competitive business environment	PO1
2.	Business. Students will demonstrate their skills to enhance productivity, efficiency and effectiveness of business	PO2
3.	Students will be able to create models, plans and projects to explore the potential markets.	PO3
4.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	PO4
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to ateam environment	PO5
6.	Ability to make use of relevant skills acquired during the programme for careeradvancement	PO6
7.	Ability to acquire entrepreneurial competencies to create value for the societyatlarge	PO7

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	Low (L): If 60% of marks is scored by less than 50% of the students.
2	Medium (M): If 60% of marks is scored by 50% to 70% of the students.
3	High (H): If 60% of marks is scored by 70% of the students.

	CO-PO Mapping (planned)							CO-PSO Mapping(planned)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	1	3	1		1		2	1		1
CO2		2		3		3		2	2	2
CO3	2		3	1	3		3		3	
CO4		1						1		
CO5	3		2	1	2	1	2		2	3
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50

➤ Writing two IA test is compulsory.
➤ **Minimum marks required to qualify for SEE : 20 out of 50**

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:40 (out of 100 marks)
3.	Question paper contains 4 Parts <ul style="list-style-type: none">• Part A contains three marks questions students have to answer five questions out of seven questions.• Part B contains seven marks questions, students have to answer five questions out of seven questions.• Part C contains ten marks questions, students have to answer three questions out of four questions.• Part D contains twenty marks, this is compulsory to answer for all students

Retail Management

Course Code	20MBAMM306	Credits L-T-P	4- 0- 0
Course type	PE	Total credits	4
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	L = 40 Hrs; T =0 Hrs ;P = 0 Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives

1.	To develop an understanding of the contemporary retail management, issues, strategies and trends
2.	To highlight the importance of retailing and its role in the success of modern business
3.	To acclimatize with the insights of retailing, key activities and relationships.
4.	To demonstrate retail supply chain management and store management knowledge

Pre-requisites: Students are expected to have fundamentals of retail marketing in the first semester marketing subject.

Unit - I

8 Hours

Introduction, meaning, characteristics, emergence of organizations of retailing - Types of Retailers (Retail Formats) –Retail Mix, Retailing in Hi Tech industry , Globalization of retailing –Jobs & trends in retailing, FDI in Retail

Self study topics : Problems of Indian Retailing - Current Scenario in e- commerce.

Unit - II

8 Hours

Retail Strategy : Financial Strategy(Profit Margin, Asset Management and return on assets)
Retail Location (Types – city or town ,Shopping Centre, Airports ,Resorts and Hospital)
,Human Resource Management (objectives, centralization and decentralization , single and national store , motivation and building commitment) Information System(Data flow , EDI, RFID, Vendor managed inventory – collaborative planning) , Supply Chain Management (Physical flow of merchandise , distribution centre and direct delivery , Reverse logistics),

Self study topics: Customer relation management (Process, collection of data , analysis of data , implementation of CRM strategies)

Unit - III

8 Hours

Merchandise Management : Assortment and variety , Merchandise planning(Staple and fashion ,Open to buy system ,Allocation of Merchandise) , Buying merchandise(Types of brands , - Buying national or private , legal and ethical issues)

Self study topics: Retail pricing (Price sensitivity, competition , Initial markup and maintained mark up, high /low , EDLP, Leader Price, Line price ,Odd price ,Internet prices)

Unit - IV

8 Hours

Store management : Managing the store (recruitment and selection, Job analysis ,Goal setting & Quota, Leadership and motivation)

Self study topics: store design (objectives , layouts, Signage & graphics ,Fixtures,

Atmospherics), visual merchandising (presentation techniques)

Unit - V

8 Hours

Online retailing:

Forms of online retailing, mobile shopping, app based marketing, social media based retailing, omni-channel retailing, risk and security in online retailing.

Self study topics: Last mile delivery, digital marketing challenges, payment system, e-CRM , market basket analysis

Self Study Topics	
Unit No.	Topic description
Unit -1	<u>Shiny Provision Store: Retailing Challenges in the Indian context</u>
Unit -2	<u>Himalaya Shampoo: Building a Differentiated Brand Image</u>
Unit -3	<u>Himalaya Drug Company: Repositioning a Herbal Soap</u>

Books	
Text Books:	
1.	Levy and Weitz, Retailing Management, 8e McGraw-Hill-2011
2.	Berman and Evans ,Retailing Management, 10e Pearson -2009
Reference Books:	
1.	Kevin Graff and Jan Ciuciura- Winning Retail-1e-wiley-2004
2.	Geritt and Christoph- New online retailing- 1 e –Gable- 2012
E-resourses(NPTEL/SWAYAM.. Any Other)- mention links	
1.	Retail Marketing https://nptel.ac.in/courses/110104070/37
2.	Retailing and Wholesaling https://nptel.ac.in/courses/110104070/36

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
		4.	Project work

Course Outcome (COs)					
At the end of the course, the student will be able to			Bloom's Level	PO	PSO
1.	To understand the retail management strategies adopted in india		L3	1,2&3	1,2&3
2.	To manage store and merchandise independently		L4	1,2&3	1,2&3
3.	To Segment business target markets and evaluate marketing strategy & market		L4	1,2&3	1,2&3

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problems.	1
2.	Foster analytical and critical thinking abilities for data based decision making.	2
3.	Ability to develop value based leadership ability	3

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1

2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks is scored by 60% of the students.
2	40% Marks in projects
3	30% marks in internal assessments

CO-PO Mapping (planned)				CO-PSO Mapping(planned)		
	PO1	PO2	PO3	PSO1	PSO2	PSO3
CO1	3	2	1	3	2	1
CO2	2	3	2	1	3	2
CO3	2	2	3	1	2	3
Mention the levels: 1, 2, 3						

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	Question paper contains 4 Parts <ul style="list-style-type: none"> • Part A contains three marks questions students have to answer five questions out of seven questions. • Part B contains seven marks questions, students have to answer five questions out of seven questions. • Part C contains ten marks questions, students have to answer three questions out of four questions. • Part D contains twenty marks, this is compulsory to answer for all students

SERVICES MARKETING

Course Code	20MBAMM307	Credits L-T-P	3 – 0 – 0
Course type	PE	Total credits	3
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	Lecture = 40Hrs; Tutorial =0Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives	
1.	Understand the services marketing landscape and consumer behavior towards it
2.	To familiarize the students with the GAP model and strategizing towards closing the GAPS for developing effective services marketing strategies.
3.	To discuss and conceptualize the service quality, productivity in services, role of personnel in service marketing and to manage changes in the environment.
4.	Learn the promotion and physical evidence strategies in services marketing

Pre-requisites : Basic of marketing management

Unit - I	10 Hours Flipped Classes Content = 2 Hours
<p>Introduction to services: Concepts, contribution and reasons for the growth of services sector, difference in goods and service in marketing, characteristics of services, concept of service marketing triangle, service marketing mix, GAP models of service quality.</p> <p>Consumer Behavior in services: Search, Experience and Credence property, consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services-Factors that influence customer perception of service, Service encounters, Customer satisfaction, Strategies for influencing customer perception.</p>	
<p><i>Topics for Flipped Classes: Reasons for the growth of services sector</i></p>	

Unit - II	8 Hours Flipped Classes Content = 2 Hours
<p>Service Research and relationships- Understanding customer expectation through market research: Key reasons for GAP 1, using marketing research to understand customer expectation, Types of service research, Building customer relationship through retention strategies –Relationship marketing, Evaluation Of customer relationships, Benefits of customer relationship, levels of retention strategies.</p>	
<p><i>Topics for Flipped Classes: Customer Retention Strategies</i></p>	

Unit - III	6 Hours Flipped Classes Content = 2 Hours
<p>Customer defined service standards- Hard & Soft standards, challenges of matching supply & demand in capacity, four common types of constraints facing services, optimum v/s maximum use of capacity, strategies for matching capacity & demand. Waiting line strategies Key reasons for GAP-2 and resolution strategies</p>	
<p><i>Topics for Flipped Classes: Strategies for matching capacity & demand</i></p>	

Unit - IV	8 Hours Flipped Classes Content = 2 Hours
<p>Employee role in service designing and Delivery: Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3. Customer's role in service delivery-Importance of customer & customer's role in service delivery, Strategies for enhancing-Customer participation, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies.</p>	

Topics for Flipped Classes: Emotional labour in Services

Unit - V	8Hours Flipped Classes Content = 2 Hours
<p>Services marketing communication Key reasons for GAP 4 involving communication, four categories of strategies to match service promises with delivery. Approaches to pricing services, pricing strategies, SERVQUAL Model</p> <p>Physical Evidence in Services Importance of Physical Evidence, Elements of Physical Evidence, Physical Evidence Strategies, Guidelines for Physical Evidence. Types of service scapes- Objective and Goals of services capes Role of services capes, Guidance for physical evidence strategies.</p>	
<p>Topics for Flipped Classes: Overview of Physical Evidence in Services</p>	

Self Study Topics

Unit No.	Topic description
1	Technological advances in service sector (Case studies, Situation Analysis in various service sectors)
2	Evaluation of Online Services in various sectors (Banking, Hospitality, Food delivery etc)
3	Understand the Service Standards followed by various sectors
4	Customer and Employee participation in online Services
5	Store Atmospherics in Services (Sectoral Implications)

Books

Text Books:

1. Valarie A Zeithmal & Mary Jo Bitner, Services Marketing, 7e TMH 2018
2. Jochen Wirtz, services marketing people, technology, 8e, strategy, world scientific publishing, 2016.
3. Rajendra Naragundkar, Services marketing, 3 e McGraw-Hill 2011
4. Christopher Lovelock, -Services Marketing- 7e, Pearson Education, 2011

Reference Books:

1. Hoffman & Bateson -Services Marketing -, 4/e, Cengage Learning 2007.
2. Kenneth E Clow & David L. Kurtz, -Services Marketing: Operation, Management and Strategy- 2/e, Biztantra, 2007.

E-resources(NPTEL/SWAYAM.. Any Other)- mention links

1. Services marketing <https://nptel.ac.in/courses/110105038/>
2. Services Marketing a practical approach https://onlinecourses.nptel.ac.in/noc18_mg16

Course delivery methods		Assessment methods	
1.	Lecture	1.	Internal Test
2.	Case Studies	2.	Case studies
3.	Problem Solving	3.	Assignments
4.	Video Documentaries	4.	Project

Course Outcome (COs)

At the end of the course, the student will be able to		Bloom's Level	PO(s)	PSO(s)
1.	Understand the aspects pertaining marketing of services	L2	1	1
2.	Apply service strategies to meet new challenges in Services Sectors	L3	2	2
3.	Design physical evidence strategies to suit the sectorial requirements	L6	3	2
4.	Develop SERVQUAL Model model for local company	L6	4	3

5	Formulate services marketing promotion strategies	L6	5,6,7	3
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Program Outcomes(POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problems	PO1
2.	Foster analytical and critical thinking abilities for data based decision making.	PO2
3.	Ability to develop value based leadership ability.	PO3
4	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	PO4
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	PO5
6	Ability to make use of relevant skills acquired during the program for career advancement	PO6
7	Ability to acquire entrepreneurial competencies to create value for the society at large	PO7

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices	
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks are scored by 75% of the students.
2	60 % of the total marks are scored by 70% of the students.
3	80 % of the total marks are scored by 65% of the students.

CO-PO Mapping (planned)								CO-PSO Mapping(planned)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1			2	3	1		1	2		
CO2	3	2							2	
CO3	3		2			2	1	2		2
CO4			2	3		2			2	
CO5	2	2		2	2	2	1	2		
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50

- Writing two IA test is compulsory.
- **Minimum marks required to qualify for SEE : 20 out of 50**

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	Question paper contains 4 Parts <ul style="list-style-type: none">• Part A contains three marks questions students have to answer five questions out of seven questions.• Part B contains seven marks questions, students have to answer five questions out of seven questions.• Part C contains ten marks questions, students have to answer three questions out of four questions.• Part D contains twenty marks, this is compulsory to answer for all students

CONSUMER BEHAVIOUR

Course Code	20MBAMM308	Credits L-T-P	3 – 0 – 0
Course type	PE	Total credits	3
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	Lecture = 40Hrs; Tutorial = 0Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning Objectives	
1.	To understand the basics of consumer behavior and rights of consumer
2.	To understand the process of decision making
3.	To gain insights into individual and external influences on consumer behavior
4.	To study the importance of Innovation and Customer relationships

Pre-requisites : Basics of Marketing Management, CRM and Decision Making

Unit - I	4 Hours Flipped Classes Content = 2 Hours
Introduction to the study of Consumer Behaviour: Meaning, Consumer V/s Customer; Nature & characteristics of Indian Consumers; Consumerism, Rights & Responsibilities of Consumers in India; Benefits of consumerism.	
<i>Topics for Flipped Classes: Video documentary on Rights of Indian Consumer, Consumer Courts, Complaint procedures and related topics</i>	

Unit - II	8 Hours Flipped Classes Content = 2 Hours
Models of Consumer Behaviour : Input-Process-Output Model, Nicosia Model, Howard Sheth Model, Engel-Kollat-Blackwell Model, Internal and External Influences on consumer behavior	
Consumer Decision Making: Consumer Buying Decision Process, Levels of Consumer Decision Making – Four views of consumer decision making. On-line Decision Making: Meaning & Process/Stages. Situational Influences- Nature of Situational Influence, Situational Characteristics and consumption behaviour.	
<i>Topics for Flipped Classes: Video documentary on Digital Analytics</i>	

Unit - III	10 Hours Flipped Classes Content = 2 Hours
Individual Influences on Consumer Behaviour	
a) Motivation: Basics of Motivation, Needs, Goals, Positive & Negative Motivation, Rational V/s Emotional motives, Arousal of motives, Selection of goals, Maslow's Hierarchy of Needs	
b) Personality: Basics of Personality, Theories of Personality and Marketing Strategy (Freudian Theory, Neo-Freudian Theory, Trait Theory), Applications of Personality concepts in Marketing, Personality and understanding consumer diversity, Brand Personality, Self and Self-Image.	
c) Perception: Basics of Perception & Marketing implications, Elements of Perception, Dynamics of Perception, Influence of perception on CB, Consumer Imagery, Perceived price, Perceived quality, price/quality relationship, Perceived Risk, Types of risk, How to consumers' handle risk.	
d) Learning: Elements of Consumer Learning, Marketing Applications of Behavioural Learning Theories, Classical Conditioning – Pavlovian Model, Neo-Pavlovian Model, Instrumental Conditioning.	
e) Attitude: Basics of attitude, the nature of attitude, Models of Attitude and Marketing Implication, (Tri-component Model of attitude, Elaboration Likelihood Model).	

Topics for Flipped Classes: Survey Based study to evaluate the impact of Individual Influences on Consumer Behaviour

Unit - IV	10 Hours Flipped Classes Content = 2 Hours
<p>External Influences on Consumer Behaviour Social Class: Social Class Basics, the dynamics of status consumption, Five Social-Class Categories in India. Culture: Basics, Meaning, Characteristics, Factors affecting culture, Role of customs, values and beliefs in Consumer Behaviour. Subculture: Meaning, Subculture division and consumption pattern in India, Types of subcultures. Groups: Meaning and Nature of Groups, Types Family: The changing structure of family, Family decision making and consumption related roles, Dynamics of husband-wife decision making, The family life cycle & marketing strategy, Traditional family life cycle & marketing implications Reference Groups: Understanding the power & benefits of reference groups, Types of reference group, Reference Group Appeals. Opinion Leadership: Dynamics of opinion leadership process, Market Mavens, Opinion Leadership & Marketing Strategy</p>	
<p>Topics for Flipped Classes: Survey Based study to evaluate the impact of External Influences on Consumer Behaviour</p>	

Unit - V	8 Hours Flipped Classes Content = 2 Hours
<p>Diffusion of Innovations and CRM Diffusion of Innovations: Diffusion Process, Adoption Process: Stages, categories of adopters, Post Purchase Processes. Customer Relationship Management- Meaning & Significance of CRM, Types of CRM Strategies for building relationship marketing, e-CRM, Meaning, Importance of e-CRM, Difference Between CRM & e-CRM</p>	
<p>Topics for Flipped Classes: Video documentary on modern CRM Practices</p>	

Self Study Topics	
Unit No.	Topic description
1	Explore the legal avenues and protection given to consumers in sales/services
2	Conduct a survey to evaluate the behavior of consumers in organized/Online retail
3	Find three advertisements that appeal to the need for power, affiliation and achievement
4	Develop Print Advertisements to suit cultural needs for products of your choice
5	Study the Business models of Online retailers and CRM strategies

Books	
Text Books:	
1.	Consumer Behavior - Leon Schiff man, Lesslie Kanuk, 10/e, Pearson, Latest edition
2.	Consumer Behaviour: A Managerial Perspective, Dr. Dheeraj Sharma, Jagdish N Sheth, Banwari Mittal, 1/e, Cengage Learning.
Reference Books:	
1.	Consumer Behavior in Indian Perspective – Suja Nair, Himalaya Publications, 2015
2.	Consumer Behavior- Satish K. Batra & S H HKazmi, Excel Books.

Course delivery methods		Assessment methods	
1.	Lecture	1.	Internal Test
2.	Case Studies	2.	Case studies
3.	Problem Solving	3.	Assignments
4.	Video Documentaries	4.	Project

Course Outcome (COs)				
At the end of the course, the student will be able to		Bloom's Level	PO(s)	PSO(s)
1.	Explain the basics pertaining to Consumer Behavior and Legal provision for protection	L2	1	1
2.	Understand the aspects and essentials to consumer decision making	L1	2	2
3.	Apply the knowledge of consumer behavioral aspects to Develop communication strategies	L3,L6	4	2
4.	Evaluate the current Product./Service and marketing strategies	L5	5	3
5	Develop beneficial customer relationship program incorporating innovation	L6	7	3

Program Outcomes(POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problems	PO1
2.	Foster analytical and critical thinking abilities for data based decision making.	PO2
3.	Ability to develop value based leadership ability.	PO3
4	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	PO4
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	PO5
6	Ability to make use of relevant skills acquired during the programme for career advancement	PO6
7	Ability to acquire entrepreneurial competencies to create value for the society at large	PO7

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices	
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	

**Mapping through Direct Assessment:
Rubrics:**

Levels	Target
1	50 % of the total marks are scored by 75% of the students.
2	60 % of the total marks are scored by 70% of the students.
3	80 % of the total marks are scored by 65% of the students.

CO-PO Mapping (planned)							CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1			2	3	2		1			2
CO2	3	2							2	
CO3	2		2	3		2	1	2		
CO4			2	3		2			3	
CO5	2	2		2	2	2	1			
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<p>➤ Writing two IA test is compulsory.</p> <p>➤ Minimum marks required to qualify for SEE : 20 out of 50</p> <p>➤ Total IA marks of 100 will be reduced to 50 marks</p> <p align="center">Total IA marks of 100 will be reduced to 50 marks</p>					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains 4 Parts</p> <ul style="list-style-type: none"> • Part A contains three marks questions students have to answer five questions out of seven questions. • Part B contains seven marks questions, students have to answer five questions out of seven questions. • Part C contains ten marks questions, students have to answer three questions out of four questions. • Part D contains twenty marks, this is compulsory to answer for all students

Security Analysis and Portfolio Management (Theory & Problems)

Course Code	20MBAED309	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course Learning Objectives

1.	The course is designed to inculcate knowledge about investment process and Financial Markets.
2.	The course is designed to impart the knowledge and thorough understanding of Investment process and knowledge about financial markets and to provide the conceptual insights into the valuation of securities.
3.	The course provides the insight about the relationship of the risk and return and calculation of risk and return with the mixture of variety of assets.
4.	The course inculcates the knowledge about Fundamental and Technical analysis and usage of charts for better understanding of Investment and Portfolio construction, evaluation and revision process.
5.	The course aims to acquaint knowledge about Portfolio Construction, Evaluation and Evaluation of Mutual Funds.
Pre-requisites: The students are required to be aware of the Basic functions of Stock Exchanges in India.	

Unit - I

8 Hours

Investment and Securities Market:

Concept and Attributes of Investment, Economic vs. Financial Investment, Investment and Speculation, Features of a good Investment, Investment Process, **Sources of investment information**.

Primary markets, Modes of raising funds in primary markets, Secondary markets, Major players in primary and secondary market. Functioning of Stock exchanges in India, Trading and settlement procedure, Types of stock market Indices.

Personal Finance: Meaning and importance. Financial planning: meaning, process and role of financial planner Investment Decision Cycle: Judgment under Uncertainty, Financial Aspects of Career Planning, Money Management Strategy: Financial Statements and Budgeting.

Topics for Flipped Classes: Functioning of Stock exchanges in India, Trading and settlement procedure

Unit - II

8 Hours

Valuation of Securities:

Bond- Bond features and Types of Bonds, **Bond Theories**, Bond management strategies, Bond valuation, Duration of bond Convexity of the Bond. Cases on Duration of the Bond. Preference shares: Concept, features, yields. Equity Shares: Concept, Valuation, Dividend valuation model.

Topics for Flipped Classes: Bond features and Types of Bonds

Unit - III

8 Hours

Risk and Return Concept:

Analysis of Risk & Return, Systematic risk and Unsystematic risk, Calculation of risk and return, Portfolio Risk and return: Expected returns of portfolio, Calculation of Portfolio Risk and Return, Portfolio with two assets, Portfolio with more than two assets.

Topics for Flipped Classes: Systematic risk and Unsystematic risk

Unit - IV	8 Hours
Fundamental Analysis and Technical analysis: EIC framework, Business Cycle. Company Analysis: Financial statement analysis, Ratio analysis, Technical Analysis: Concept, Theories- Dow Theory, Eliot wave theory, Charts: Types, Trend and Trend reversal patterns, Mathematical Indicators: Moving Averages, ROS, RSI and Market Indicators.	
Topics for Flipped Classes: EIC framework, Business Cycle.	

Unit - V	8 Hours
Modern Portfolio theory and Portfolio Performance Evaluation: Portfolio Management and Modern Portfolio Theory: Asset allocation decision, Diversification, Markowitz model, portfolio selection, opportunity set, efficient frontier. Capital Asset Pricing model: Assumption, SML, CML, SMLvs.CML Arbitrage Pricing Theory: Arbitrage, Equation, APT and CAPM Portfolio Evaluation: Concept of Mutual Funds , Types of Mutual funds, Treynor, Sharpe, and Jenson measure. Portfolio Management strategies: Active and passive portfolio management strategy, Portfolio Revision: Formula plans, Rupee cost averaging.	
Topics for Flipped Classes: Concept of Mutual Funds, Types of Mutual funds	

Self Study Topics	
Unit No.	Topic description
1.	Identify the features of a goof financial market and trading automation using deep learning
2.	Identify the features of a bond.
3.	Identify various types of systematic and unsystematic risk.
4.	Identify the different phases of business cycle.
5.	Carry out the SWOT analysis for Mutual fund sector.

Books	
Text Books:	
1.	Punithavathy Pandian , Security Analysis and Portfolio Management, Vikas Publications, (2005).
2.	Bhalla. Investment Management. In Bhalla, <i>Investment Management</i> . Chand.(2011).
3.	Kapoor Jack R, Personal Finance, The McGraw-Hill companies.
4.	Kevin S. Security Analysis & Portfolio Management, 10/e, PHI, (2011).
Reference Books:	
1.	Alexander Sharpe.B Fundamentals of investment PHI.
2.	Chandra, P, Investment Analysis and Portfolio Management, Tata McGraw Hill (2010).
3.	Preeti Singh, Investment Management, Himalaya Publishing House (2010).
4.	Fisher and Jordan, Security Analysis & Portfolio Management, 6/e, Pearson, 2011.
E-resources (NPTEL/SWAYAM.. Any Other)- mention links	
1.	Debt & Money Markets: Concepts, Instruments, https://www.edx.org/course/money-debt-markets-concepts-instruments-risks-and-derivatives-2

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination (SEE)

Course Outcome (COs)				
At the end of the course, the student will be able to		Bloom's Level	PO	PSO
1.	Identify various investment avenues available in the securities market for Investment	3	2	3
2.	Demonstrate how to apply the valuation techniques for different securities and bonds	3	1,3	2

3.	Identify and Evaluate risk and return of securities	5	3,4	2
4.	Demonstrate how to construct, evaluate and revise the portfolio	4,5	2	3
5.	Critically analyze and evaluate the basic functioning of Stock exchanges	5	2,4	1

Program Outcome of this course (POs)			PO No.
1.	Apply knowledge of management theories and practices to solve business problem.		1
2.	Foster analytical and critical thinking abilities for data based decision making.		2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical Aspects of business.		4
4.	Ability to make use of relevant skills acquired during the programme for career advancement.		6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement.	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community.	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	Low (L): If 60% of marks is scored by less than 50% of the students.
2	Medium (M): If 60% of marks is scored by 50% to 70% of the students.
3	High (H): If 60% of marks is scored by 70% of the students.

CO-PO Mapping (planned)				CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3
CO1		3			3		
CO2	2		2			3	
CO3		3		3		2	
CO4		1		1		2	2
CO5		1		1	3		
Mention the levels: 1, 2, 3							

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all student

Advanced Financial Management (Theory)

Course Code	20MBAFM310	Credits L-T-P	3- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	4-0-0	CIE Marks	50 marks
Total Hours:	L = 40 Hrs; T = Hrs; P = Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives

1.	To study working capital management and receivables management
2.	To understand cash budget
3.	To study theories of capital structure
4.	To study theories of Dividend Policy

Pre-requisites : Students need to be aware of the basics of financial management to understand the advanced concepts

Unit - I	10_Hours Flipped class content – 2 hours
Working capital management: Determination of level of current assets, Sources for financing working capital, Bank finance for working capital. Cash Management: Cash budgets, optimal cash balances – Baumol model, Miller-orr model, Strategies for managing surplus fund. (no problems on estimation of working capital)	
Topics for flipped classes: Strategies for managing cash	

Unit - II	8_Hours Flipped class content – 2 hours
Receivables Management: Credit management through credit policy variables, marginal analysis, and Credit evaluation: Numerical credit scoring. Control of accounts receivables, Numerical Problems on credit granting decision.	
Topics for flipped classes: credit policies of companies	

Unit - III	9_Hours Flipped class content – 2 hours
Capital structure decisions: Capital structure & market value of a firm. Theories of capital structure – NI approach, NOI approach, Modigliani Miller approach, traditional approach. Arbitrage process in capital structure. EBIT-EPS analysis.	
Topics for flipped classes: planning the capital structure using EBIT-EPS analysis technique	

Unit - IV	_8_Hours Flipped class content – 2 hours
Dividend policy: Theories of dividend policy: relevance and irrelevance dividend decision. Walter's & Gordon's model, Modigliani & Miller approach. Dividend policies – stable dividend, stable payout and growth. Bonus shares and stock split corporate dividend behavior. Legal and procedural aspects of dividends Corporate Dividend Tax.	
Topics for flipped classes: Corporate dividend tax	

Unit - V	_5_Hours Flipped class content – 2 hours
Behavioral Finance: Traditional Finance and Behavioral finance- Biases- Heuristics-Frame Dependence.	
Topics for flipped classes: Applications of Behavioral finance	

Self Study Topics

Unit No.	Topic description
1	Role of a treasurer in cash management
2	Credit policy variables
3	Factors effecting capital structure decisions
4	Study dividend policy of companies and its impact on shareholders' wealth.
4	Study implications of bonus issues/stock splits of companies.

Books	
Text Books:	
1.	Financial Management - Prasanna Chandra, 9/e, TMH, 2011.
2.	Financial Management - M.Y. Khan & P.K. Jain, 6/e, TMH, 2015.
3.	Financial Management : Comprehensive Text Book with Case Studies – Ravi M. Kishore, 7/e, Taxmann
4.	Financial Management - I.M. Pandey, 10/e, Vikas, 2011.
Reference Books:	
1.	Financial Management: Theory & Practice - Brigham & Ehrhardt, 10/e, Cenage Learning, 2004.
2.	Corporate Finance: Ross, Westerfield & Jaffe,– TMH – 8/e, 2010
E-resourses(NPTEL/SWAYAM.. Any Other)- mention links	
1.	
2.	

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Google Meet online classes	2.	Assignments
3.	Power Point Presentation	3.	Case study
4.	Videos and lectures	4.	Quizzes/ Projects
			Workshops
			Semester End Examination (SEE)

Course Outcome (COs)				
At the end of the course, the student will be able to		Bloom's Level	PO's	PSO
1.	Determine the optimal level of current assets and Analyze cash requirement through cash budget.	5	1,2&6	1,3
2.	Evaluate different credit granting decisions and understand pricing of raw materials, determine inventory level.	4&5	2&4	3
3.	Analyze various theories of capital structure and plan for capital structure by applying EBIT-EPS analysis.	4	1&2	2
4.	Apply various theories of dividend decision, Evaluate different dividend policies and understand the issues and remedies for sick units.	3&4	2&6	2
5.	Apply the knowledge of behavioral finance	3	1&4	1

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problem	1
2.	Foster analytical and critical thinking abilities for data based decision making.	2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	4
4	Ability to make use of relevant skills acquired during the programme for career advancement.	6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks is scored by 85% of the students.
2	60% of total marks are scored by 80% of the students
3	65% of the total marks are scored by 70% of students

	CO-PO Mapping (planned)			CO-PSO Mapping(planned)			
	PO1	PO2	PO4	PO6	PSO1	PSO2	PSO3
CO1	3	2		1	3		1
CO2		1	2				2
CO3	3	2				2	
CO4		2		3		2	
CO5	2		2		2		
Mention the levels: 1, 2, 3							

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass: 40
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all students.

Mergers, Acquisition & Corporate Restructuring (Theory)

Course Code	20MBAFM311	Credits L-T-P	4- 0- 0
Course type	BS/ES/PC/PE/OE/HS	Total credits	4
Hours/week: L-T-P		CIE Marks	50 marks
Total Hours:	L = 40Hrs :T = Hrs. ; P = Hrs Total = 40Hrs	SEE Marks	50 marks

Course learning objectives	
1.	Understanding of corporate merger and acquisition activity
2.	Compare and contrast the various forms of corporate restructuring
3.	Understand the strategic importance of mergers and acquisitions in modern business Organization.
4.	Expose students to the legal and regulatory framework of mergers and acquisitions. Management
5.	To apply and analyze the accounting aspects of amalgamation.

Pre-requisites: Students need to be aware of different forms of organizational restructuring strategies for achieving corporate excellence and to assess human and cultural aspects of M&A.

Unit – I	Contact Hours = 6 Hours Flipped Classes Content = 2 Hours
Mergers: Types of Mergers, Theories of merger, operating, financial and managerial synergy of mergers-value creation in horizontal, vertical and conglomerate mergers-internal and external change forces contributing to M & A activities- Impact of M& A on stakeholders, Reasons for failures for Merger and Acquisitions. A strategic perspective- Industry life cycle, SWOT analysis, BCG Matrix, Porter's five forces model.	
Topics for Flipped Classes: Impact of M& A on stakeholders, Reasons for failures for Merger and Acquisitions.	
Unit - II	Contact Hours = 6 Hours Flipped Classes Content = 2 Hours
Corporate restructuring and Takeover defenses: Different methods of corporate restructuring – joint ventures – sell off and spin off – divestitures – equity carve out – leveraged buyouts (LBO) – management buy outs (MBO) – master limited partnerships (MLP) – employee stock ownership plans (ESOP)- Takeover defenses – financial defensive measures – Coercive offers and defense – antitakeover amendments – poison pill defense. Corporate Restructuring in India – Private and Public Sector Enterprise – Effects of Restructuring.	
Topics for Flipped Classes: Corporate Restructuring in India – Private and Public Sector Enterprise – Effects of Restructuring.	
Unit - III	Contact Hours = 6 Hours Flipped Classes Content = 2 Hours
Merger Process: Dynamics of M&A process- identification of targets- negotiation- closing of the deal. Five stage model- Due diligence- Types – due diligence strategy and process- due diligence challenges. Process of merger integration- Organizational and human aspects, Tips for Successful Mergers. Case Study: Canara Bank, Syndicate Bank merger.	
Topics for Flipped Classes: Process of merger integration- Organizational and human aspects, Tips for Successful Mergers.	
Unit - IV	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Methods of financing mergers: Cash offer, share exchange ratio – mergers as a capital budgeting decision. Business Valuation approaches- asset based, market based and income based. legal process of mergers in India; merger failures – meaning, reasons and strategies to control merger failures; methods of analysis of post-merger performance.	

Topics for Flipped Classes: Merger failures – meaning, reasons and strategies to control merger failures.	
Unit - V	Contact Hours = 6 Hours Flipped Classes Content = 2 Hours
Accounting Aspects of amalgamation: Accounting for amalgamation- amalgamation in the nature of merger and in the nature of purchase- Pooling of interest method- Journal entries in the books of transferor and transferee, Ledger accounts in the books of transferor and transferee. Legal aspects of Mergers/amalgamations and acquisitions/takeovers. The SEBI Substantial Acquisition of Shares and Takeover code.	
Topics for Flipped Classes: Legal aspects of Mergers/amalgamations and acquisitions/takeovers. The SEBI Substantial Acquisition of Shares and Takeover code.	

Self-Study Topics	
Unit No.	Topic description
1.	Self-Learning Topics – SWOT Analysis
2.	Self - Learning Topics – Different methods of Corporate Restructuring
3.	Self-learning topics: Managerial Challenges for M&A
4.	Self-Study Topics: Analysis of merger trends and failures in India

Books	
Text Books:	
1.	Aswath Damodaran – (2011), Corporate Finance-Theory And Practice. John Wiley & Sons
2.	Sudarsanam, S. (2010). Value Creation from Mergers & Acquisitions. Pearson
3.	Mergers and Acquisition- (2005), the ICAI University
4.	Khan and Jain, Financial Management, TMH, New Delhi,
Reference Books:	
1.	RavindharVadapalli (2007), Mergers Acquisitions and Business Valuation- Excel Books 1st edition.
2.	Bhagaban Das, DebdasRaskhit and Sathya Swaroop Debasish(2009). Himalaya Publications.
E-resources (NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://www.edx.org/professional-certificate/mergers-acquisitions-ma
2.	

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Case Study/Seminar	3.	Case Studies
4.	Group Discussion method	4.	Quizzes
		5	Workshops
		6	Semester End Examination (SEE)

Course Outcome (COs)				
At the end of the course, the student will be able to		Learning Level's	PO's	PSO's
1.	Understand and apply strategic development models to Mergers andAcquisitions.	3	1,5	1
2.	Identify and demonstrate different forms of corporate restructuring in practice	3	2	1
3.	Analyze how modern business Organizations achieve fast inorganic growththrough mergers and acquisition strategies with proper evaluation	4	3	
4.	Determine and interpret the value of Target firm	5	5	
5.	Apply accounting techniques to measure the firms performance after merger	3	1	1
Program Outcome of this course (POs)			PO No.	

1.	Apply knowledge of management theories and practices to solve business.	1
2.	Foster analytical and critical thinking abilities for data-based decision making	2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	3
4	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team.	4
5	Ability to make use of relevant skills acquired during the programme for career advancement.	5
6	Ability to acquire entrepreneurial competencies to create value for the society.	6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks is scored by 85% of the students.
2	60% of the total marks are scored by 80% of the students.
3	65% of the total marks scored by 70% of the students.

CO-PO Mapping (planned)						CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3				1		1		
CO2		3						1	
CO3			2	1		3			
CO4					3				
CO5	1					1			1
Mention the levels: 1, 2, 3									

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<ul style="list-style-type: none"> ➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE :20 out of 50 					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains four parts.</p> <ul style="list-style-type: none"> o Part A contains three marks questions students have to answer five questions out of seven questions. o Part B contains seven marks questions, students have to answer five questions out of seven questions. o Part C contains ten marks questions, students have to answer three questions out of four questions. o Part D contains twenty marks, this is compulsory to answer for all student

Managing Banks & Financial Institutions (Theory)

Course Code	20MBAFM312	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives

1.	To Evaluate and analyze various Regulations of Banking Regulation Act
2.	To understand the various products of banks and to know the relation between banker and customer.
3.	To understand the negotiable Instrument and the process of cheque realization.
4.	To enable the students to analyze various components of Assets and liabilities of Banks

Pre-requisites: Students needs to be aware of changing scenario in banking sector of India

Unit – I

Contact Hours = 8 Hours

Flipped Classes Content = 2 Hours

Banking system and structure in India- Evolution of Indian Banks-Types of banks, Performance of Public Sector banks, Private Sector Banks. Commercial banking: Structure, Functions - Primary & secondary function.

Topics for Flipped Classes: Videos on Banking system and structure in India

Unit – II

Contact Hours = 8 Hours

Flipped Classes Content = 2 Hours

Products and Services of Banks, Banker and customer – Types of relationship between banker and customer – Banker’s obligations to customers – Right of lien, setoff, appropriation–Bankers legal duty of disclosure and related matters Customers accounts with banks – Opening- operation – KYC norms and operation – Types of accounts and customers – Nomination – Settlement of death claims

Topics for Flipped Classes: Videos on relationship between banker and customer

Unit – III

Contact Hours = 8 Hours

Flipped Classes Content = 2 Hours

The Negotiable Instruments Act 1881-Features of Negotiable Instruments-Important concepts & explanations under the Negotiable Instruments Act- The Paying Banker-Dishonor of cheques Negotiation-Endorsement.

Banking Technology: digital banking, AI in Banking, NEFT, RTGS, IMPS, Wallet Payments, BHIM and Crypto-Currency

Topics for Flipped Classes: Videos on Negotiable Instruments Act 1881

Unit – IV

Contact Hours = 8 Hours

Flipped Classes Content = 2 Hours

Asset Liability Management and Basel II and III:

Asset Liability Management (ALM) in banks, Purpose and objectives Components of Liabilities and Components of Assets, Significance of Asset Liability management.

Basel II: About Basel committee on Banking supervision, Basel 1 Accord, Basel 2 Accord- Three pillars of Basel II

Basel III: Introduction, Objectives, Major Features of the Guidelines issued by RBI, Major changes as

compared to Basel 1 & 2, Credit valuation Adjustment.

Topics for Flipped Classes: Videos on Asset Liability Management

Unit – V

Contact Hours = 8 Hours

Flipped Classes Content = 2 Hours

International banking

International Banking: Exchange rates and Forex Business, Types of International Banking Correspondent banking and NRI Accounts, Letters of Credit, Facilities for Exporters and Importers, International Interbank Business, Functions of Interbank Markets

Topics for Flipped Classes: Videos on International banking

Self-Study Topics

Unit No.	Topic description
1	Provisions of Banking Regulation Act & Reserve Bank of India Act
2	Practice of Banking
3	Uses of Negotiable Instruments
4	Activities of ALCO & Evolution of Basel
5	Role of ECGC and EXIM Bank

Books

Text Books:	
1.	IIBF. (2015). Principles and Practices of Banking. Chennai: Macmillan
2.	IIBF. (2008). Principles of Banking. Chennai: Macmillan.
3.	Koch, T. W., & S. Scott MacDonald. (2006). Bank Management. Cengage Learning.
4.	
Reference Books:	
1.	IBF. (2010). Risk Management. Chennai: Macmillan.
2.	
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	
2.	

Course delivery methods

Assessment methods

1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
4.		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination

Course Outcome (COs)

Outcomes usually follow the format: “At the end of the course, students will be able to ‘insert action verb here + insert knowledge, skills, or attitudes the student is expected to develop’] (Highlight the **action verb** representing the Bloom’s level.)

At the end of the course, the student will be able to		Bloom’s Level	PO’s	PSO’s
1.	Students will be able to Analyze the regulations of Banking Regulation Act	4	1,2,4,5	1
2.	Students will be able to Analyze Banker and customer Relationships	5	1,2,4,5	2
3.	Students will be able to Evaluate the rules relating to Negotiable Instruments	4	1,2,4,5	1

4.	Students will be able to Analyze importance of exchange rate transactions in banking system.	4	1,2,4,5	1,3
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Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business.	1
2.	Foster analytical and critical thinking abilities for data-based decision making	2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	4
4.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team.	5
5.	Ability to make use of relevant skills acquired during the programme for career advancement	6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	30 % of the total marks is scored by 30% of the students.
2	30 % of the total marks is scored by 40% of the students.
3	40 % of the total marks is scored by 30% of the students.

CO-PO Mapping (planned)						CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	X	X		X	X		X		
CO2	X	X		X	X	X		X	
CO3	X	X		X	X		X		
CO4	X	X		X	X			X	X
Mention the levels: 1, 2, 3									

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50

- Writing two IA test is compulsory.
- Minimum marks required to qualify for SEE : 20 out of 50**

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all students.

Corporate Valuation (Theory)

Course Code	20MBAFM313	Credits L-T-P	3- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	4-0-0	CIE Marks	50 marks
Total Hours:	L = 40 Hrs; T = Hrs; P = Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives

1.	Understanding of the importance of various assumptions underlying the valuation models
2.	Discussion on valuation of assets and liabilities, whether tangible or intangible, apparent or contingent
3.	To develop analytical skills and communication strategies for discussing corporate valuation.
4.	To familiarize the students with the standard techniques of corporate valuation

Pre-requisites : Students are required to have knowledge about finance and accounting

Unit - I

**_10_ Hours
Flipped Classes Content = 2 hours**

Corporate valuation-an Overview-Context of valuation-Approaches to Valuation: -Corporate valuation in practice Information needed for Valuation Intrinsic Value and the Stock Market Importance of Knowing Intrinsic Value.(Theory)

Topics for Flipped Classes: Intrinsic value

Unit - II

**_8_ Hours
Flipped Classes Content = 2 hours**

Enterprise DCF Model-Analyzing historical performance-Estimating the cost of Capital-Forecasting performance-Estimating the continuing value-Calculating and interpreting the results- Other DCF models: Equity DCF Model: Dividend discount model, free cash flow to Equity (FCFE) model-Adjusted present value model- Applicability and Limitations of DCF analysis

Topics for Flipped Classes: Capital Asset pricing model

Unit - III

**_9_ Hours
Flipped Classes Content = 2 hours**

Relative valuation-Steps involved in Relative valuation-Equity valuation multiples-Enterprise valuation multiples-Choice of multiple-Best practices using multiples-Assessment of relative valuation. Other Non DCF Approaches-Book Value approach-Stock and Debt approach-Strategic approach to valuation.

Topics for Flipped Classes: Relative valuation Assessment

Unit - IV

**_8_ Hours
Flipped Classes Content = 2 hours**

Advanced issues in valuation-Valuation of companies of different kinds-valuation in different contexts-Loose ends of valuation-Valuation of intangible assets: Patents, trademarks, copyrights and licenses; Franchises; Brands.

Case study on Valuation of start-ups

Topics for Flipped Classes: Intangible assets valuation

Unit - V	_5_ Hours Flipped Classes Content = 2 hours
Value Based Management- Methods and Key premises of VBM-Marakon approach-Alcar approach-Mckinsey approach-Stern Stewart approach-BCG approach-Lessons from the experiences of VBM adopters. (Only Theory)	
Topics for Flipped Classes: Mckinsey approach-Stern Stewart approach	

Self Study Topics	
Unit No.	Topic description
1	Features of Valuation.
2	Guidelines for corporate valuation
3	Best practices of relative valuation
4	Types of Intangible Assets.
5	Meaning of Value based Management

Books	
Text Books:	
1.	Prasanna Chandra, Corporate Valuation and Value Creation, Tata McGraw Hill, 2011.
2.	Aswath Damodaran , Valuation, 2/e, John Wiley and Sons, 2006
Reference Books:	
1.	Philip R Daves, Michael C. Ehrhardt, and Ron E. Shrieves, Corporate Valuation: A Guide for Managers and Investors Cengage Learning,2003
2.	Rawley Thomas, Benton E. Gup, The Valuation Handbook: Valuation Techniques from Today's Top Practitioners John Wiley & Sons, 2010.
E-resources (NPTEL/SWAYAM.. Any Other)- mention links	
1.	
2.	

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Google Meet online classes	2.	Assignments
3.	Power Point Presentation	3.	Case study
4.	Videos and lectures	4.	Quizzes/ Projects
			Workshops
			Semester End Examination (SEE)

Course Outcome (COs)				
At the end of the course, the student will be able to		Bloom's Level	POs	PSOs
1.	Compare various methods of valuation	5	1,2,6 &7	1&3
2.	Estimate the value of any business small or large, private or public, in a developed or an emerging market	4&5	2,4&7	3
3.	Analyze value of the company using Relative valuation approach	4	3,2&1	2
4.	Appraise the Advanced Issues in Valuation	3&4	2&6	2
5.	Compare Various Value Based Management Techniques	3	1&4	1

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problem	1
2.	Foster analytical and critical thinking abilities for data based decision making.	2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	4
4	Ability to make use of relevant skills acquired during the programme for	6

	career advancement.	
5	Ability to acquire entrepreneurial competencies to create value for the society at large.	7

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks are scored by 85% of the students.
2	60% of total marks are scored by 75% of the students
3	65% of the total marks are scored by 70% of students

	CO-PO Mapping (planned)					CO-PSO Mapping(planned)		
	PO1	PO2	PO4	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2		1	1	3		1
CO2		1	2		1			2
CO3	3	2			1		2	
CO4		2		3			2	
CO5	2		2			2		
Mention the levels: 1, 2, 3								

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass: 40
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all students.

Compensation Management (Theory)

Course Code	20MBAHR314	Credits L-T-P	3- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	4-0-0	CIE Marks	50 marks
Total Hours:	L = 40Hrs; T = 00Hrs; P = 00 Hrs Total = 400 Hrs	SEE Marks	50 marks

Course learning objectives

1.	To learn basic compensation concepts and the context of compensation practice
2.	To illustrate different ways to strengthen the pay-for-performance link.
3.	To learn the concepts of Payment and employee benefits issues for contingent workers.
4.	To understand the Legally required employee benefits.

Pre-requisites: The student should have basic knowledge about human resource management and compensation.

Unit - I	05 Hours Flipped Classes Content = 2 hours
Definition of Compensation, The Pay Model, Strategic Pay Policies, Strategic Perspectives of Pay, Strategic Pay Decisions, Best Practices vs. Best Fit Options.	
Topics for Flipped Classes: Employee Motivation: A Powerful New Model	

Unit - II	10 Hours Flipped Classes Content = 2 hours
Definition of Internal Alignment, Internal Pay Structures, Strategic Choices In Internal Alignment Design, Which Internal Structure Fits Best? Job Analysis and Evaluation: Why Perform Job Analysis? Job Analysis Procedures, Job Analysis Data Collection Process, Job Descriptions, Definition of Job Evaluation, Major Decisions In Job Evaluation, Job Evaluation Methods.	
Topics for Flipped Classes: Compensation Packages That Actually Drive Performance	

Unit - III	08 Hours Flipped Classes Content = 2 hours
External Competitiveness: Definition of Competitiveness, Pay Policy Alternatives, Wage Surveys, Pay Policy Line, Pay Grades. Benefits: Benefits Determination Process, Value of Benefits, Legally Required Benefits, Retirement, Medical, & Other Benefits.	
Topics for Flipped Classes: You're Not Paid Based on Your Performance	

Unit - IV	10 Hours Flipped Classes Content = 2 hours
Pay For Performance (PFP): Rewarding Desired Behaviors, Does Compensation Motivate Performance? Designing Pay For Performance Plans. Compensation of Special Groups: Who are Special Groups? Compensation Strategies For Special Groups. Global Compensation: Recognizing Variations, components of expatriate pay, approaches to expatriate Pay.	
Topics for Flipped Classes: Article on Top job, big bucks	

Unit - V	07 Hours Flipped Classes Content = 2 hours
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Payment of Bonus, Payment of Wages, Minimum wages act, Equal Remuneration act, EPF Act, ESI Act.

Topics for Flipped Classes: <https://www.casemine.com/judgement/in/56b4959b607dba348f0138be>

Self Study Topics	
Unit No.	Topic description
1	Compensation Challenges in India
2	Trends in compensation management
3	Interpreting Wage Surveys
4	Strategic Choices In Global Compensation
5	Wage Theories

Books	
Text Books:	
1.	G.T. Milkovich, 'Compensation Management', Irwin/Tata McGraw Hill, 6 th edition.
2.	BD Singh, Compensation & Reward Management, Excel BOOKS, 2 nd edition, 2012.
Reference Books:	
1.	Joseph J. Martocchio, Strategic Compensation, Pearson Education, 3rd Edition.
2.	Richard I. Anderson, Compensation Management in Knowledge based world, Pearson Education, 10 th edition.
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	
2.	

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
4.		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination (SEE)

Course Outcome (COs)				
At the end of the course, the student will be able to		Bloom's Level	PO(s)	PSO(s)
1.	Demonstrate the ability to design compensation model that links to business strategy.	6	2	3
2.	Make use of job analysis and job evaluation methods to design compensation which has internal equity.	3	3	2
3.	Design externally competitive compensation pay packages.	6	3	2
4.	Design pay for performance plan to motivate employee to perform.	6	2	3
5.	Implement and administer laws relating to compensation. Design expatriate pay to meet the global competition.	3	2	2

Program Outcome of this course (POs)			PO No.
1.	Apply knowledge of management theories and practices to solve business problems.		1
2.	Foster analytical and critical thinking abilities for data based decision making.		2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business		4
4.	Ability to make use of relevant skills acquired during the programme for		6

	career advancement	
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Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	Low (L): If 50% of marks is scored by 85% of the students.
2	Medium (M): If 60% of marks is scored by 65% of the students.
3	High (H): If 75% of marks is scored by 50% of the students.

CO-PO Mapping (planned)				CO-PSO Mapping(planned)			
	PO1	PO2	PO4	PO6	PSO1	PSO2	PSO3
CO1		2			3		
CO2				3		2	
CO3	3				2		
CO4			2				3
CO5			2		2		
Mention the levels: 1, 2, 3							

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all students.

Performance and Competency Mapping

Course Code	18MBAHR315	Credits L-T-P	3- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	Lecture = 40 Hrs; Tutorial = 0 Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives	
1.	To teach and appraise on role of performance management systems in the organizations.
2.	To appraise students on importance of methods of performance management systems
3.	To provide information on changing trends in performance management system
4.	To appraise students with regards to influence of organizational development on performance management systems
5.	To acquaint students with the knowledge of competency and usage in the practical scenario

Pre-requisites :Students should refresh Performance appraisal concepts studied in the second semester subject human resource management

Unit - I	Contact Hours: 06 Hours Flipped Class Hours: 02 Hours
Performance Management System (PMS): Definition, The Performance Management Contribution, Dangers of poorly implemented PM Systems, Aims and Role of PM Systems Characteristics of an Ideal PM System. Difference between Performance Management & Appraisal	
Flipped Class Content: Implementation of PM Systems and challenges	

Unit - II	Contact Hours: 06 Hours Flipped Class Hours: 02 Hours
Performance Management Process: Performance Planning, Performance Execution, Performance Assessment, Performance Review, Performance Renewal and Re-contracting. Strategic Planning, Process of Linking Performance Management to the Strategic Plan Building Support.	
Flipped Class Content: Performance Review, Strategic Planning.	

Unit - III	Contact Hours: 06 Hours Flipped Class Hours: 02 Hours
Performance: Defining Performance, Performance Determinants, Performance Dimensions, Approaches to Measuring Performance, measuring results and behaviors, Gathering Performance Information - Appraisal Forms, characteristics of Appraisal Forms Determining Overall Rating, Appraisal Period and Number of Meetings, Who Should Provide Performance Information, A Model of Rater Motivation, Preventing Rating Distortion through, Rater Training Programs.	
Flipped Class Content: Performance Dimensions, Approaches to measuring Performance	

Unit - IV	Contact Hours: 06 Hours Flipped Class Hours: 02 Hours
Implementing a Performance Management System: Preparation, Communication Plan, Appeals Process, Training Programs for the Acquisition of Required Skills, and Pilot Testing, Pilot Testing, Ongoing Monitoring and Evaluation.	
Flipped Class Content: Training Programs for the Acquisition of Required Skills	

Unit - V	Contact Hours: 06 Hours Flipped Class Hours: 02 Hours
Competency: Meaning, Definition, Types of Competency Characteristics, Categorizing Competencies. Managerial Competencies. Lancaster Model of Managerial Competencies Developing of Competency Model. Understanding the Competency Management Methods – Task analysis Approach, Critical Incident Interview Method, Behavior Event Interview(BARS), Expert Panel, Threshold Scales, Repertory Grid.	
Competency Mapping & Assessment Centers: Meaning, characteristics of Assessment Centre, Mapping Process Method	
Flipped Class Content: Competency Mapping Process Method	

Self Learning Topics	
1.	The Paradox of Training Metrics – IIM A
2.	CaseManjit Singh at Sony Entertainment Television – Harvard Publishing
3.	Human Resources at Hewlett Packard – Harvard Publishing
4.	Citibank: Performance Evaluation – Harvard Business Review
5.	Competency based Performance Management

Books			
Text Books:			
1.	Dr. Herman Aguinis- (2012).Performance Management improvement (3e) Prentice Hall		
2.	Robert Bacal (2012). Performance Management 2/E, McGraw-Hill Professional		
3.	Ganesh Shermon , Competency Based HRM, Tata McGraw Hill 2009		
Reference Books:			
1.	Seema Sanghi, The Handbook of Competency Mapping 2 nd edition Sage Publications		
2.			
E-resources(NPTEL/SWAYAM.. Any Other)- mention links			
1.			
Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
4.		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination (SEE)

Course Outcome (COs)					
At the end of the course, the student will be able to			Learning Level	PO	PSO
1.	Students would be able to outline concepts of performance management		4	1,4,6	1
2.	Students would be able to integrate methods of performance management in the organization		4	2	2
3.	Students would be able to judge between effective and in effective performance through performance appraisals and evaluations methods		5	1,4	2
4.	Students will be able to develop Performance Management Systems at organization level.		6	5	3
5.	Apply and the concept of Competency Mapping in practical circumstances		3	1,6	2

Program Outcome of this course (POs)			PO No.
1.	Apply knowledge of management theories and practices to solve business problems.		1
2.	Foster analytical and critical thinking abilities for data based decision making		2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business		4

4	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	5
5	Ability to make use of relevant skills acquired during the programme for career advancement	6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	65 % of the total marks is scored by 60% of the students.
2	65% of the total marks is scored by 70% of the students.
3	70 % of the total marks is scored by 70% of the students.

CO-PO Mapping (planned)					CO-PSO Mapping(planned)			
	PO1	PO2	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3		2		2	2		
CO2		2					2	
CO3	2		3				2	
CO4				3				2
CO5	3				1		2	
Mention the levels: 1, 2, 3								

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all students.

Management of Industrial Relations

Course Code	18MBAHR316	Credits L-T-P	3- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	Lecture = 40 Hrs; Tutorial = 00 Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives	
1.	To introduce students to the terminology, history, and models of the Indian industrial relations system
2.	To provide tools and other resources for students who will be pursuing further instruction and research in industrial relations.
3.	To analyze the field of labor relations in an inter-disciplinary manner.
4.	To appraise the labor relations through social security laws
5.	To acquaint the importance of positive labor welfare in the practical context.

Pre-requisites : Students need to be aware of the role of Industrial relations and Labor laws in Indian context.

Unit - I	Contact Hours: 06 Hours Flipped Class Hours: 02 Hours
<p>Introduction: Industrial Relations – Definition, scope, objectives, factors affecting IR, participants of IR, importance of IR. Approaches to Industrial relations, History & Evolution Grievance procedure and Discipline management: Grievance - Meaning and forms, sources of grievance, Grievance procedure, Discipline - Causes of Indiscipline - Maintenance of discipline, Disciplinary procedures. Principles of Natural Justice, Domestic enquiries, approaches to manage discipline in Industry, Principles of Hot stove rule.</p>	
<p>Flipped Class Content: Grievance Procedure and redressal in organizations, Discipline and disciplinary procedures.</p>	

Unit - II	Contact Hours: 06Hours Flipped Class Hours: 02 Hours
<p>Trade Union: Meaning, trade union movement in India, The role of the Trade Unions in Modern Industrial Society of India, functions of trade unions, objectives of trade unions, problems of trade unions. The Trade Union Act, 1926. Collective Bargaining: Definition, Meaning, functions, Nature, essential conditions for collective bargaining, collective bargaining process, prerequisites for collective bargaining, implementation and administration of agreements. Negotiations-Types of Negotiations, Techniques of negotiation, negotiation process, essential skills for negotiation Consultative Bodies: Bipartite, Tripartite, Joint Management Council</p>	
<p>Flipped Class Content: Trade Unions in India, Techniques and Process of Negotiations</p>	

Unit - III	Contact Hours: 06 Hours Flipped Class Hours: 02 Hours
<p>Employment Laws: Factories Act 1948, Industrial Disputes Act, Industrial Employment (Standing orders) Act. Sexual Harassment of Women at Workplace(Prevention, Prohibition and Redressal) Act, (POSH),</p>	
<p>Flipped Class Content: POSH in Organizations</p>	

Unit - IV	Contact Hours: 06 Hours Flipped Class Hours: 02 Hours
Social Security Laws: Maternity benefit Act, 1961, Payment of Gratuity Act 1972, Employees' Provident Fund and Miscellaneous Provisions Act 1952, Employees' State Insurance (ESI) Act, 1948	
Flipped Class Content: Employees Provident Fund and Miscellaneous Provisions Act 1952	

Unit - V	Contact Hours: 06 Hours Flipped Class Hours: 02 Hours
Laws of Compensation: Payment of Bonus Act, 1965. Payment of Wages Act, 1936, Minimum Wages Act 1948,	
Positive Employee Relations & Welfare: Employee Counselling - Nature of Counselling, Characteristics of the facilitator, Counselling in Industry, Soft Skills for Employee Relations – Emotional Intelligence & Competence, Role of ER Manager, VUCA Model,	
Flipped Class Content: Employee Relation and Role of ER Manager	

Self Learning Topics	
1.	ILO and its influence on Legal enactments in India
2.	Workers Participation in Management
3.	Child Labour (Prohibition and Regulation) Act, 1986
4.	Workman's Compensation Act 1923
5.	Case study on Diversity Dividend

Books	
Text Books:	
1.	B D Singh- Industrial Relations, Excel Books, 2 nd Edition
2.	Singh, B. Labour Laws for Managers, Excel Books, New Delhi, 2nd ed., 2008
3.	Mamoria, Mamoria & Gankar, Dynamics of Industrial Relations, Himalaya Publication 15 th Edition,
Reference Books:	
1.	S C Srivastava Industrial Relations & Labour Laws 6 th Edition
2.	P. N Singh, Neeraj Kumar, Employee Relations Management, Pearson 2 nd Edition 2011
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	

Course delivery methods		Assessment methods	
1.	Blackboard Teaching	1.	Internal Assessment Tests
2.	PowerPoint Presentation	2.	Assignments
3.	Classroom Exercise	3.	Case Studies
4.		4.	Quizzes

Course Outcome (COs)				
At the end of the course, the student will be able to		Bloom's Level	PO	PSO
1.	Illustrate and make use of industrial relations knowledge to maintain peace and harmony in the industry.	4	1,2	1
2.	Apply the essential concepts of industrial relations and their interrelationship at the personal, organizational and national levels	3	1,5	2
3.	Appraise the social, and equity issues within industrial relations through various labor laws	5	2,6	3
4.	Appraise solutions to industrial relations problems based on research and assessment of current practices.	5	1,4,5	2
5.	Collaborate knowledge of industrial relations in both written and verbal formats reactive to both audience and purpose	6	2,4,6	3

Program Outcome of this course (POs)			PO No.
1.	Apply knowledge of management theories and practices to solve business problems		1
2.	Foster analytical and critical thinking abilities for data based decision making		2

3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	4
4	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	5
5	Ability to make use of relevant skills acquired during the programme for career advancement	6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	60 % of the total marks is scored by 60% of the students.
2	60% of the total marks is scored by 70% of the students.
3	70 % of the total marks is scored by 70% of the students.

CO-PO Mapping (planned)						CO-PSO Mapping(planned)		
	PO1	PO2	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3	2				2		
CO2	3			2			2	
CO3		3			1			2
CO4	3		2	2			2	
CO5		2	3		1			2
Mention the levels: 1, 2, 3								

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<ul style="list-style-type: none"> ➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50 					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains four parts.</p> <p>Part A contains three marks questions students have to answer five questions out of seven questions.</p> <p>Part B contains seven marks questions, students have to answer five questions out of seven questions.</p> <p>Part C contains ten marks questions, students have to answer three questions out of four questions.</p> <p>Part D contains twenty marks, this is compulsory to answer for all students.</p>

HR Analytics

Course Code	20MBAHR317	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives

1.	To teach and appraise on role of human resource analytics in the organizations.
2.	To appraise students on importance of methods of human resource analytics
3.	To provide information on changing trends in human resource analytics
4.	To appraise students with regards to influence of human resource analytics on performance of the organization

Pre-requisites :Students should refresh human resource management concepts studied in the first semester

Unit - I	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
HR decision making and HR analytics	
Introduction to HR Analytics: Evolution of HR Analytics, HR information systems and data sources, importance and significance of HR analytics, benefits of HR analytics, Steps to implement HR analytics, critical HR decision-making and HR analytics, predictive HR analytics and HR analytics and changing role of HR managers.	
Topics for Flipped Classes: Significance of HR analytics , predictive HR analytics	

Unit - II	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
The measurement plan	
Defining the intervention, measurement map, hypotheses or business questions, defining the metrics, demographics, data sources and requirement, types of data, difficulties in obtaining the data.	
Topics for Flipped Classes: hypotheses , types of data	

Unit - III	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Competing through Workforce analytics.	
HR Metric and HR Analytics, recruitment metrics, tending recruitment metrics: time to fill, time to hire, source of hire, first year transition, quality of hire, offer acceptance rate, percentage of open position, application completion rate, recruitment funnel effectiveness, sourcing channel effectiveness, sourcing channel cost, candidate experience, candidate job satisfaction. HR score card and HR dash boards. Measuring the costs of hiring	
Topics for Flipped Classes: recruitment metrics , Measuring the costs of hiring	

Unit - IV	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
HR forecasting and business processes	
Training ROI, Training evaluation models, Performance metrics, performance matrix – Shingo prize model, EFQM, and Baldrige criteria calculating 6sigma, assessing the training organization, customer focused metrics, value proposition and HR decisions, HR forecasting, HR plan and HR analytics, Predictive HR analytics.	
Topics for Flipped Classes: Various Method of Gauging , HR forecasting	

Unit - V	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
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Beyond ROI and Optimization

Optimization, Segmentation, Mixture, Timeline, different phases of HR analytics, HR predictive modeling, HR analytics software, R, SAS, Minitab, SPSS, Stata. Predictive analytics tools and techniques, HR analytics for future,

Topics for Flipped Classes: SPSS ,R

Self Study Topics

Unit No.	Topic description
1	HR analytics and its applications in Business
2	Measurement plan and Methods of obtaining data
3	HR Analytics at Scalene Works: Behavioral Modeling to Predict Renege – Harvard Publishing
4	Designing Performance Metrics at Go Daddy– Harvard Business Review
5	HR Analytics at Scalene Works: Behavioral Modeling to Predict Renege – Harvard Publishing

Books

Text Books:	
1.	Dipak Kumar Bhattacharyya, HR Analytics, Understanding Theories and Applications, Sage Publications, NewDelhi
2.	Human Capital Analytics- How to harness the potential of your organization’s greatest asset. Wiley. Gene Pease, Boyce Byerly, Jac Fitz enz.
3.	Robert Bacal (2012). Performance Management 2/E, McGraw-Hill Professional
Reference Books:	
1.	Newstrom, J. W., Organizational Behavior : Human Behavior at Work, 12 th Ed McGraw Hill Education
2.	Nelson, P. K. Organizational Behavior, 7 th Ed, South Western.
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	Edx- Design Thinking / https://www.edx.org/micromasters/design-thinking
2.	Edx – Managing Change in Organizations/ https://nptel.ac.in/courses/110105120/#

Course delivery methods**Assessment methods**

1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
5.	Practical Demonstration	5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to		Learning Level	PO(s)	PSO(s)
1.	Students would be able to outline models of HR Analytics	4	1	1
2.	Students would be able to integrating methods of HR Analytics in the organization	4	4	2
3.	Students would be able to judging between effective and ineffective HR Analytics	5	5	3
4.	Students would be able to plan and monitor effectiveness of HR Analytics in the organizations	6	1	1

Mapping through Direct Assessment:**Rubrics:**

Levels	Target
1	Low (L): If 60% of marks is scored by less than 50% of the students.
2	Medium (M): If 60% of marks is scored by 50% to 70% of the students.

3	High (H): If 60% of marks is scored by 70% of the students.
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CO-PO Mapping (planned)			CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PSO1	PSO2	PSO3
CO1			2			2
CO2		2			2	
CO3	1			2		
CO4		3			3	
Mention the levels: 1, 2, 3						

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50

- Writing two IA test is compulsory.
- **Minimum marks required to qualify for SEE : 20 out of 50**

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass: 40 (out of 100 marks)
3.	<p>Question paper contains 4 Parts</p> <ul style="list-style-type: none"> • Part A contains three marks questions students have to answer five questions out of seven questions. • Part B contains seven marks questions, students have to answer five questions out of seven questions. • Part C contains ten marks questions, students have to answer three questions out of four questions. • Part D contains twenty marks, this is compulsory to answer for all students

Talent Management

Course Code	18MBAHR318	Credits L-T-P	3- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	Lecture = 40 Hrs; Tutorial = 0 Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives	
1.	To teach and appraise on role of talent management in attraction, acquisition, and retention of talent in organization.
2.	To appraise students on importance of methods of talent management.
3.	To provide information on changing trends in talent management
4.	To appraise students with regards to influence of talent management on performance of the organization.
5.	Appreciate the emerging trends and challenges in terms of retaining the changing talent pool

Pre-requisites: Students should refresh human resource management concepts studied in the second semester.

Unit – I	Contact Hours: 06Hours Flipped Class Hours: 02 Hours
Introduction: Meaning & Objectives, Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Human Resource Planning, Recruitment, Selection, performance monitoring, Retention, Retention Policies. Talent vs. knowledge people, Source of Talent, Consequences of Failure in Managing Talent, some suggestive tools for Managing Talent	
Flipped Class Content: Consequences of failure in Managing Talent, Suggestive Tools for Management of Talent	

Unit – II	Contact Hours: 06Hours Flipped Class Hours: 02 Hours
Talent acquisition management solutions: Preparing recruitment plan, E-recruitment (using various job portals), searching & downloading applicant profile by using job portals, selecting recruitment source, preparing recruitment budget, employer branding, formulating a recruitment strategy (specifically for Managerial/Executive jobs), Selection process, Use of assessment centers, selection errors & minimizing selection errors, Reliability & Validity tests, Choosing the types of interviews	
Flipped Class Content: E-recruitment, Choosing the types of interviews	

Unit – III	Contact Hours: 06Hours Flipped Class Hours: 02 Hours
Talent Management: Creating Talent Management System, The element of Talent Management-The resourcing strategy-Attraction and retention policies and programs –Talent Audit –Role Development – Talent relationship management –Performance management –Total reward -Learning and development -Career management.	
Flipped Class Content: Learning and Development, Career Management	

Unit – IV	Contact Hours: 06Hours Flipped Class Hours: 02 Hours
Building the talent pipeline: Employee engagement; Employee engagement strategies; Talent management to drive culture of excellence, Coaching, Training, Leadership development, Succession Planning,	
Flipped Class Content: Leadership Development	

Unit – V	Contact Hours: 06Hours Flipped Class Hours: 02 Hours
Comprehensive approach to Retaining employees, Managing Voluntary Turnover, dealing with Job Withdrawal, Strategic Compensation plan for Talent Engagement, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model Emerging Trends and Challenges to manage changing talent pool.	
Flipped Class Content: Strategic Compensation plan for Talent Management	

Self Study Topics	
1	Managing Talent at Lupin Limited– IIM A Case
2	Innovations in Talent Building: Kaivalya Education Foundation– IIM A Case
3	Mr. Mehta's Dilemma: A Case of Performance Appraisal Politics– IIM A Case
4	Nucor Rochelle India Limited (NRIL)– IIM A Case
5	Managing Talent at Lupin Limited(B):Exploring New Horizons–IIM A Case

Books	
Text Books:	
1.	Dessler Gary, A Framework for Human Resource Management, Pearson Education 2.
2.	Lance A Berger, Dorothy R Berger, Talent Management Hand Book, McGraw-Hill Professional
Reference Books:	
1.	Hasan, M., Singh, A. K., Dhamija, Talent management in India: Challenges and opportunities, Atlantic Publication
E-resources(NPTEL/SWAYAM.. Any Other)	
1.	Edx- Design Thinking / https://www.edx.org/micromasters/design-thinking
2.	Edx – Managing Change in Organizations/ https://nptel.ac.in/courses/110105120/#https://onlinecourses.nptel.ac.in/noc17_mg07/preview

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
4.		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination (SEE)

Course Outcome (Cos)				
At the end of the course, the student will be able to		Learning Level	PO	POS
1.	Students would be able to outline models of talent management	4	1	1
2.	Students would be able to integrate methods of talent management in the organization	4	1,2	2
3.	Students would be able to judge between effective and ineffective talent management system	5	2,6	2
4.	4Students would be able to plan and monitor effectiveness of talent management systems in the organizations	6	4	1
5.	Evaluate the role and use of Talent Management in current scenarios through appraising the emerging trends and challenges	5	1,6	2

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problems.	1
2.	Foster analytical and critical thinking abilities for data based decision making	2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	4
6.	Ability to make use of relevant skills acquired during the programme for career advancement	6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	60 % of the total marks is scored by 60% of the students.
2	60% of the total marks is scored by 70% of the students.
3	70 % of the total marks is scored by 70% of the students.

CO-PO Mapping (planned)				CO-PSO Mapping(planned)			
	PO1	PO2	PO4	PO6	PSO1	PSO2	PSO3
CO1	2				2		
CO2	3	2				2	
CO3		2		2		2	
CO4			2		2		
CO5	3			1		2	
Mention the levels: 1, 2, 3							

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass: 40
3.	Question paper contains 4 Parts <ul style="list-style-type: none"> • Part A contains three marks questions students have to answer five questions out of seven questions. • Part B contains seven marks questions, students have to answer five questions out of seven questions. • Part C contains ten marks questions, students have to answer three questions out of four questions. • Part D contains twenty marks, this is compulsory to answer for all students

Entrepreneurial Management (Theory)

Course Code	20MBAED319	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives

1.	This course explores the approach entrepreneurs' use in identifying opportunities and creating new ventures.
2.	The course introduces to the analytic skills that are needed evaluate the financial aspects of a business.
3.	The course introduces the background knowledge and managerial skills that are necessary for dealing with setting up of a new venture.
4.	The course covers the aspects involved in starting, growing and harnessing the value of new ventures.
Pre-requisites: Students should have basic knowledge about entrepreneurship and management.	

Unit - I

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Entrepreneurial Development Perspective:

Concepts and Evolution of Entrepreneurship Development, Concept of Entrepreneur, Entrepreneur Vs. Intrapreneur, Entrepreneur Vs. Entrepreneurship, Entrepreneur Vs. Manager, Attributes and Characteristics of a successful Entrepreneur, Role of Entrepreneur in Indian economy and developing economies with reference to Self-Employment Development, Entrepreneurial Culture.

Topics for Flipped Classes: Attributes and Characteristics of a successful Entrepreneur

Unit - II

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Creating Entrepreneurial Venture:

Business Planning Process, Environmental Analysis - Search and Scanning, Identifying problems and opportunities, Defining Business Idea, Basic Government Procedures to be complied with.
Activity: A Project on Start up Management

Topics for Flipped Classes: Environmental Analysis - Search and Scanning, Identifying problems and opportunities

Unit - III

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Project Management:

Technical, Financial, Marketing, Personnel and Management Feasibility, Estimating and Financing funds requirement - Schemes offered by various commercial banks and financial institutions like IDBI, ICICI, SIDBI, SFCs, Venture Capital Funding.

Topics for Flipped Classes: Schemes offered by various commercial banks and financial institutions.

Unit - IV

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Role of Government in Entrepreneurship Development:

The role of Central Government and State Government in promoting Entrepreneurship - Introduction to various incentives, subsidies and grants - Export Oriented Units - Fiscal and Tax concessions available , Role of following agencies in the Entrepreneurship Development - District Industries Centers (DIC), Small Industries Service Institute (SISI), Entrepreneurship Development Institute of India (EDII), National Institute of Entrepreneurship & Small Business Development (NIESBUD), National Entrepreneurship Development Board (NEDB).

Topics for Flipped Classes: The role of Central Government and State Government in promoting Entrepreneurship

Unit - V

Contact Hours = 8 Hours

Women Entrepreneurs:

Reasons for Low Women Entrepreneurs, Role, Problems and Prospects. The FOUR Entrepreneurial Pitfalls (Peter Drucker)

Topics for Flipped Classes: Problems and Prospects of Women Entrepreneurs.

Self Study Topics

Unit No.	Topic description
1.	Identify the Entrepreneurial culture prevailing in India.
2.	Carry out the environmental analysis for setting up of your own business.
3.	Identify the schemes introduced by the leading financial institutions for Entrepreneurship Development.
4.	Identify the role of Govt. institutions in Entrepreneurship development in India.
5.	Identify the reason for slow growth in Women Entrepreneurship in India.

Books

Text Books:	
1.	Poornima Charantimath, Entrepreneurship and small business development. Pearson Publications (2005)
2.	Anilkumar, S. C. Poornima, Abraham, Jayashree Entrepreneurship Development. New age international (2011)
3.	Mahendra Ramasinghani, The business of venture capital, Wiley (2012)
Reference Books:	
1.	Raghu Nanadan, Unleashing your Entrepreneurial Potential, Sage, New Delhi (2009)
2.	Peter Drucker, Innovation and Entrepreneurship – Practice and Principles, East West Press (2010)
E-resources (NPTEL/SWAYAM.. Any Other)- mention links	
1.	Entrepreneurial Operations: Launching aStartup, https://www.edx.org/course/operations- for-entrepreneurs

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination (SEE)

Course Outcome (COs)				
At the end of the course, the student will be able to		Bloom's Level	PO	PSO
1.	Identify the issues involved in entrepreneurship development	3	2,5	3
2.	Able to evaluate opportunities for a new venture	4	1,3,6	2
3.	Analyzing the content and the ability to prepare a business plan for a venture	4	2,4	2
4.	Get insights and able to evaluate their creative, entrepreneurial and team skills	5	2,4,7	2,3
5.	To equip them with a platform to develop an entrepreneurial venture	5	2,4,6	1

Program Outcome of this course (POs)			PO No.
1.	Apply knowledge of management theories and practices to solve business problem.		1
2.	Foster analytical and critical thinking abilities for data based decision making.		2
3.	Ability to develop value based leadership ability		3
4.	Ability to understand, analyze and communicate global, economic, legal and ethical Aspects of business.		4
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team		5

6.	Ability to make use of relevant skills acquired during the programme for career advancement.	6
7.	Ability to acquire entrepreneurial competencies to create value for the society at large	7

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement.	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community.	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	Low (L): If 60% of marks is scored by less than 50% of the students.
2	Medium (M): If 60% of marks is scored by 50% to 70% of the students.
3	High (H): If 60% of marks is scored by 70% of the students.

CO-PO Mapping (planned)				CO-PSO Mapping(planned)						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1		3			2			3		
CO2	2		2			3			3	
CO3		3		3			2		2	
CO4		1		2			3		2	2
CO5		2		1		2		3		
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all student

Entrepreneurship, Creativity and Innovation (Theory)

Course Code	20MBAED320	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives

1.	To Evaluate and analyze various innovation and creativity solutions in the society
2.	To develop the students to think creatively
3.	To enable the students to apply various Idea Generation Methods and Techniques
4.	To ignite the entrepreneurial qualities in the managers

Pre-requisites: Students need to be aware of basic of entrepreneurship and its types

Unit – I

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Innovation creativity meaning and concept. Innovation, Introduction to the Principles of Creativity and Entrepreneurship the linkage. Process of creativity, creative thinking and lateral thinking, what is Personal Creativity? The Basis of Personal Creativity. Opportunity Identification and Opportunity Development

Topics for Flipped Classes: Videos on Innovation creativity

Unit – II

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Systematic entrepreneurship, purposeful innovation. Seven sources for innovative opportunities- the unexpected-in congruities-process needs-industry and market structure- demographics- changes in perception- new knowledge. Principles of innovation. Value Proposition, Concept Validation, Preparation and Production

Topics for Flipped Classes: Videos on Systematic entrepreneurship

Unit – III

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Thinking Styles, Sources of new idea- consumers- existing products and services-distribution channels- government- research and development. Methods of generating ideas- focus group-brain storming- problem inventory analysis. Resources Management, Documentation, Delivery Process

Topics for Flipped Classes: Videos on Thinking Styles

Unit – IV

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Creativity Tools: Brain storming, reverse Brain storming, brain writing, Gordon method, checklist method, free association, forced relationships, collective note book method, attributes listing, Big Dream approach. Parameter analysis, opportunity recognition. Product planning and development process, establishing evaluation criteria at idea stage- concept stage-product development stage-test marketing stage. After Sales – Services, Performance Analysis

Topics for Flipped Classes: Videos on Creativity Tools

Unit – V

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Business start-up using e-commerce, Social Media Marketing, website, tracking customer details, doing e-commerce as an entrepreneurial company. Transformation

Topics for Flipped Classes: Videos on Business start-up

Self Study Topics	
Unit No.	Topic description
1	6 Thinking Hats by Edward de Bono
2	Practice of Innovation
3	Creativity
4	Idea Generation Methods
5	Current Trends in E-commerce& Digital Marketing

Books	
Text Books:	
1.	Robert D. Hisrich, Michael Peters and Dean A Shepherd, Entrepreneurship, 6th edition, McGraw-Hill.
2.	Peter F. Drucker, Innovation and Entrepreneurship (1993) Harper Business
3.	MadhurimaLall, ShikhaSahai, Entrepreneurship, 2nd edition, Excel books
4.	Digital Marketing Analytics (2013) Hemann, Burbary, Que Publication
Reference Books:	
1.	PoornimaCharantimat (2015) Entrepreneurship and Small Business development- - Pearson
2.	Creativity, Innovation, and Entrepreneurship, H. James Harrington, CRC Press
E-resourses(NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://www.coursera.org/learn/creative-thinking-techniques-and-tools-for-success#syllabus

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
4.		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination

Course Outcome (COs)				
Outcomes usually follow the format: “At the end of the course, students will be able to ‘insert action verb here + insert knowledge, skills, or attitudes the student is expected to develop’”(Highlight the action verb representing the Bloom’s level.)				
At the end of the course, the student will be able to		Bloom’s Level	PO’s	PSO’s
1.	Students will be able to Develop the link between creativity innovation andEntrepreneurship	5	1,2,4,5	1
2.	Students will be able to Evaluate the sources of innovation	5	1,2,4,5	2
3.	Students will be able to apply the methods of creative problem solving	3	1,2,4,5	1

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business.	1
2.	Foster analytical and critical thinking abilities for data-based decision making	2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	4
4.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team.	5
5.	Ability to make use of relevant skills acquired during the programme for career advancement	6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1

2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	30 % of the total marks is scored by 30% of the students.
2	30 % of the total marks is scored by 40% of the students.
3	40 % of the total marks is scored by 30% of the students.

CO-PO Mapping (planned)						CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	X	X		X	X		X		
CO2	X	X		X	X	X		X	
CO3	X	X		X	X		X		
Mention the levels: 1, 2, 3									

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<input type="checkbox"/> Writing two IA test is compulsory. <input type="checkbox"/> Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains four parts.</p> <p>Part A contains three marks questions students have to answer five questions out of seven questions.</p> <p>Part B contains seven marks questions, students have to answer five questions out of seven questions.</p> <p>Part C contains ten marks questions, students have to answer three questions out of four questions.</p> <p>Part D contains twenty marks, this is compulsory to answer for all student</p>

Social Entrepreneurship(Theory)

Course Code	20 MBA ED 321	Credits L-T-P	4- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	4-0-0	CIE Marks	50 marks
Total Hours:	L = 40 Hrs; T = 0 Hrs; P = 0 Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives

1.	Students should understand the fundamentals of Social Entrepreneurship(SE)
2.	Learners should know the methods of establishing social entrepreneurship
3.	Students Should learn the human resource related problems in social entrepreneurship.
4.	Learners should study operational issues in SE.
5	Students should understand business plan development process

Pre-requisites: Students should have the basics of entrepreneurship development.

Unit - I

Contact Hours = 6 Hours
Flipped Classes Content = 2 Hours

Concept of Social Entrepreneurship

Concept of Social Entrepreneurship, Evolution of Social Enterprises, Economic and Social Rationale, Theoretical Perspectives on Social Enterprises, Social Enterprises in India

Topics for Flipped Classes: Social enterprises in India, Evolution of social enterprises.

Unit - II

Contact Hours = 6 Hours
Flipped Classes Content = 2 Hours

Establishment of Social Entrepreneurship:

Establishment, Resource mobilization, challenges and strategies; Strategy formulation combining the social agenda with business interest

Topics for Flipped Classes: Resource mobilization, SE establishment.

Unit - III

Contact Hours = 6 Hours
Flipped Classes Content = 2 Hours

HR Issues in Social Entrepreneurship

Human Resource: Leadership , nature, role and issues of governance; The workforce finding the right mix of professional competence and social concern, retention strategies, career development

Topics for Flipped Classes: Retention, career development

Unit - IV

Contact Hours = 6 Hours
Flipped Classes Content = 2 Hours

Operational issues in Social Entrepreneurship: Operational Issues: Building the clientele base; Relations with Government and For profit businesses, appropriation of surplus; Issues of sustainability, expansion and diversification.,

Topics for Flipped Classes: Expansions, Diversifications.

Unit - V	Contact Hours = 6 Hours Flipped Classes Content = 2 Hours
The Business Plan as an Entrepreneurial Tool: The Business Plan as an Entrepreneurial Tool, Financial Projections: how to do them the right way, Debt, Venture Capital and other forms of Financing, Sources of External Support, Development Entrepreneurial Marketing: Competencies, Networks and Frameworks	
Topics for Flipped Classes: Networks and Frameworks, Venture capital	

Self-Study Topics	
Unit No.	Topic description
1	Indian Social entrepreneurs
2	Resources required by a social entrepreneur
3	Identify the HR issues in social entrepreneurship
4	Operational challenges faced by regional social entrepreneurs.
5	Business canvas development

Books	
Text Books:	
1.	Poornima Charantimath, Entrepreneurship and small business development. Pearson Publications (2005)
2.	Khanka S.S (2009) Entrepreneurial Development S.Chand, New Delhi
3.	Kumar S. Anil (2012) Entrepreneurship Development, New Age, New Delhi
4.	Morse Eric A (2007), Cases in Entrepreneurship: The Venture Creation Process, Sage South Asia, New Delhi
Reference Books:	
1.	Naidu, (2008), Management and Entrepreneurship, PHI, New Delhi
2.	Shukla, M. (2020). Social Entrepreneurship in India: Quarter Idealism and a Pound of Pragmatism. India: SAGE Publications.
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://onlinecourses.nptel.ac.in/noc19_mg55/preview
2.	https://onlinecourses.swayam2.ac.in/cec20_mg19/preview

Course delivery methods		Assessment methods	
1.	Case studies	1.	Internal tests
2.	Presentations	2.	Assignments
3.	Applications and tools	3.	Project work
4.	Facilitating	4.	
5	Flipped classroom	5	

Course Outcome (COs)					
At the end of the course, the student will be able to			Bloom's Level	POs	PSO
1.	Apply social entrepreneurship concepts to local leaders		3	1,2,6	1,2,3
2.	Analyze ecosystem for establishing social entrepreneurship.		4	1,2,6	1,2,3
3.	Create HR issue document for SE		5	2	2
4	Develop solution manual for Social Entrepreneurship.		3	2	2
5	Create a business canvas for SE		5	2	2

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks is scored by 90% of the students.
2	60 % of the total marks is scored by 80% of the students.
3	65 % of the total marks is scored by 70% of the students.

CO-PO Mapping (planned)			CO-PSO Mapping(planned)			
	PO1	PO2	PO6	PSO1	PSO2	PSO3
CO1	2	3	3	2	2	2
CO2	2	3	2	2	2	2
CO3		2			2	
CO4		2			2	
CO5		2			2	
Mention the levels: 1, 2, 3						

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<input type="checkbox"/> Writing two IA test is compulsory. <input type="checkbox"/> Minimum marks required to qualify for SEE : 20 out of 50					

Self-Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours' duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains four parts.</p> <p>Part A contains three marks questions students have to answer five questions out of seven questions.</p> <p>Part B contains seven marks questions, students have to answer five questions out of seven questions.</p> <p>Part C contains ten marks questions, students have to answer three questions out of four questions.</p> <p>Part D contains twenty marks, this is compulsory to answer for all student</p>

Managing E-Business (Theory)

Course Code	20MBAIT322	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives

1.	To Evaluate the use of technology in managing business electronically
2.	To analyze the application and reach of e-commerce in India
3.	To evaluate various e-payment alternatives.

Pre-requisites: Students are required to be aware of the basics of e-business and technology

Unit – I	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Defining Electronic Business, Electronic Shop, B2C, B2B, E-Business and E-Commerce. Role of transactions on the electronic media. Growth of E-Business in an organization. Impact of E-Business on industries; Components of E-Business technology; Role of websites and Internet in E-Business.	
Topics for Flipped Classes: Videos on Introduction to E-Business	

Unit – II	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
eProducts and eServices, eProcurement, Role of EDI in e-Commerce. Different types of e-Commerce. Emerging paradigms of e-commerce – M-Commerce, T-Commerce, and WAP. Knowledge management in the e-Commerce Era. Indian e-Commerce Scenario; IT Act;	
Topics for Flipped Classes: Videos on Role of EDI	

Unit – III	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
eContracting, eDistribution, ePayment, Electronic Payment Systems. Paying via the Net. Payment Protocols; Payment and Content Management; Role of ASPs in Payment via the Net. Security and Privacy Issues related to E-Commerce. On-line, Pre-paid and post-paid Electronic Payment Systems. Architectural Framework for E-Business. Crypto Currency, Bitcoin (BTC), BitCash (BCH), Ethereum (ETH)	
Topics for Flipped Classes: Videos on Electronic Payment Systems	

Unit – IV	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Digital Marketing, Affiliate marketing, Display Advertising, Email Marketing, Search engine marketing- Paid search ads, Paid search advertising, PPC (pay-per-click), PPC (pay-per-call) –mobile search users ads, CPC (cost-per-click), CPM (cost-per-thousand impressions), Social media Marketing, Video Advertising, Blogging, Website Analytics	
Topics for Flipped Classes: Videos on Digital Marketing	

Unit – V	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Supply-Chain Integration (SCM) ; Enterprise Application Integration (ERP), Customer Relationship Management (CRM). Internet Business Models; Internet Business Strategy; Implementation Strategies.	
Topics for Flipped Classes: Videos on Supply-Chain Integration	

Self Study Topics

Unit No.	Topic description
1	Emerging technologies for E- Business solutions
2	Indian Convergence Bill; Cyber Appellate.
3	Working of Payment Gateways
4	Search Engine Optimization
5	Building Virtual Communities.

Books	
Text Books:	
1.	E-Commerce: An Indian Perspective, P. T. Joseph, Prentice Hall, 4th Edition, 2013.
2.	The E-Business revolution: Living and working in an interconnected world. Amor, D. (2000). New Jersey: Prentice Hall Inc.
3.	Electroniccommerce:Framework,technologiesandapplications(3 rd .ed.)Bhaskar,B. (2009). New Delhi: Tata McGraw Hill Education.
4.	Electronic Commerce: A Simplified Approach, Munesh Chandra Trivedi, Jaico Publishing House, 2011.
Reference Books:	
1.	E-Business and e-commerce management (3rd ed.) Chaffey, D.(2007)..Pearson Education.
2.	MIS, Managing Information systems in business government and society by Rahul De, Wiley India publication
3	Management Information Systems, 10th Edition, By James O'Brien and George Marakas
4	eBusiness & eCommerce, Andreas Meier, Henrik Stormer, Springer 2019
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://nptel.ac.in/noc/individual_course.php?id=noc18-mg35
2.	https://www.edx.org/professional-certificate/digital-marketing-0

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination

Course Outcome (COs)

Outcomes usually follow the format: “At the end of the course, students will be able to ‘insert action verb here + insert knowledge, skills, or attitudes the student is expected to develop’”(Highlight the **action verb** representing the Bloom’s level.)

At the end of the course, the student will be able to		Bloom’s Level	PO’s	PSO’s
1.	Students will be able to Evaluate the uses of Digital Marketing	5	1,2,4,5	1
2.	Students will be able to Analyze the Concepts of E-business	4	1,2,4,5	2
3.	Students will be able to Evaluate B-2-B e-commerce	5	1,2,4,5	1

Program Outcome of this course (POs)

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business.	1
2.	Foster analytical and critical thinking abilities for data-based decision making	2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	4
4.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team.	5
5.	Ability to make use of relevant skills acquired during the programme for career advancement	6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	30 % of the total marks is scored by 30% of the students.
2	30 % of the total marks is scored by 40% of the students.
3	40 % of the total marks is scored by 30% of the students.

CO-PO Mapping (planned)						CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	X	X		X	X		X		
CO2	X	X		X	X	X		X	
CO3	X	X		X	X		X		
CO4	X	X		X	X			X	X
Mention the levels: 1, 2, 3									

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<input type="checkbox"/> Writing two IA test is compulsory. <input type="checkbox"/> Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains four parts.</p> <p>Part A contains three marks questions students have to answer five questions out of seven questions.</p> <p>Part B contains seven marks questions, students have to answer five questions out of seven questions.</p> <p>Part C contains ten marks questions, students have to answer three questions out of four questions.</p> <p>Part D contains twenty marks, this is compulsory to answer for all student</p>

Management Information System (Theory)

Course Code	20MBAIT323	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives

1.	To Evaluate the use of technology in managing business electronically
2.	To analyze the application and reach of MIS in India
3.	To evaluate various System Development Life Cycle Approaches.

Pre-requisites : Students are required to be aware of the basics of e-business and technology

Unit - I	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Foundations of information systems (IS) in business: Data & Information, Information as a Resource, Information in organizational Functions, System concepts – Components of an IS – IS resources – Fundamental roles of IS ,Careers in Information System	
Topics for Flipped Classes: Fundamental roles of IS , Components of an IS	

Unit - II	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Management Information System (MIS): Concept's, Role of the Management Information System TPS, OAS, DSS, KMS, ES, EIS or ESS, Parameters for selecting a suitable Information System.	
Topics for Flipped Classes: TPS ,DSS	

Unit - III	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
System Software and Application software , System Analysis and Design – Systems Development Life Cycle – System Building Approaches – Prototyping – Rapid Application Development Models.	
Topics for Flipped Classes: System Software and Application software with examples	

Unit - IV	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
E-Business Enterprise, E-business , E-commerce , E-communication ,E-collaboration , Real Time Enterprise	
Topics for Flipped Classes: E-business & E-commerce	

Unit - V	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Management Issues in MIS: Information Security and Control – Quality Assurance -Ethical and Social Dimensions – Intellectual Property Rights as related to IT Services / IT Products	
Topics for Flipped Classes: Intellectual Property Rights as related to IT Services	

Self Study Topics

Unit No.	Topic description
1	Applications in business – Trends in IS
2	Expert support system
3	Practical applications of Waterfall model and Spiral model
4	E-business

Books	
Text Books:	
1.	Management Information Systems: Managing the Digital Firm - Loudon, Kenneth C., and Jane P. Loudon. 10/e, Prentice-Hall, 2007.
2.	Management Information Systems: Text & Cases – A Global Digital Enterprise Perspective, Jawadekar W. S, 5/e, Tata McGraw Hill, 2013
3.	Management Information Systems-James A O'Brien & George M Marakas,7/e, Tata McGraw Hill,2007
4.	Management Information Systems-EFFY OZ ,1/e,Cengage Learning ,2006
Reference Books:	
1.	Fundamentals of Information Technology - Alexis Leon, & Mathews Leon , 2/e, Vikas, 2009.
2.	Management Information Systems –Indrajit Chatterjee ,1/e,PHI Learning Private Limited ,2010
3	Management Information Systems –S.Sadagopan,1/e,PHI Learning Private Limited ,1997
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://nptel.ac.in/noc/individual_course.php?id=noc18-mg35
2.	https://www.edx.org/professional-certificate/digital-marketing-0

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
5	Practical Demonstration	5.	Semester End Examination

Course Outcome (COs)					
At the end of the course, the student will be able to			Learning Level	PO(s)	PSO(s)
1.	Students will be able to Evaluate the uses of MIS		5	1	1
2.	Students will be able to Analyze the Concepts of E-business		4	4	2
3.	Students will be able to Evaluate Kinds of Information Systems		5	5	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	Low (L): If 60% of marks is scored by less than 50% of the students.
2	Medium (M): If 60% of marks is scored by 50% to 70% of the students.
3	High (H): If 60% of marks is scored by 70% of the students.

CO-PO Mapping (planned)				CO-PSO Mapping(planned)		
	PO1	PO2	PO3	PSO1	PSO2	PSO3
CO1		2	2	3		
CO2	2				3	
CO3		2			2	2
Mention the levels: 1, 2, 3						

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50

- Writing two IA test is compulsory.
- **Minimum marks required to qualify for SEE : 20 out of 50**

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:40 (out of 100 marks)
3.	Question paper contains 4 Parts <ul style="list-style-type: none">• Part A contains three marks questions students have to answer five questions out of seven questions.• Part B contains seven marks questions, students have to answer five questions out of seven questions.• Part C contains ten marks questions, students have to answer three questions out of four questions.• Part D contains twenty marks, this is compulsory to answer for all students

Enterprise Resource Planning(Theory)

Course Code	20MBAIT324	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives

1.	To Evaluate the use of technology in ERP
2.	To analyze the application and reach of ERP in India
3.	To evaluate various ERP Implementation Strategies.

Pre-requisites :Students are required to be aware of the basics of e-business and technology

Unit – I

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

ERP Systems, Evolution of ERP, Role of ERP in Business, Challenges of ERP, ERP in Indian Companies, Advanced ERP Systems

Topics for Flipped Classes: Videos on Introduction to ERP

Unit – II

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

ERP and E-Commerce, ERP and E-commerce Applications, ERP Architecture- Technical Aspects, Evolution of ERP Architecture, Types of ERP Architecture, ERP Package Selection, Why many ERP Package Implementations Fail, ERP Package Evaluation and Selection, ERP Packages Make or Buy

Topics for Flipped Classes: Videos on E-commerce Applications

Unit – III

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

ERP Implementation Transition Strategies, Big Bang Strategy, Phased Implementation, Parallel Implementation, Process Line Transition Strategy, Hybrid Transition Strategy, ERP Implementation Process, Implementation Methodologies, Managing the Implementation, Implementation Strategy

Topics for Flipped Classes: Videos on ERP Implementation

Unit – IV

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

ERP Project Teams, People Involved in the ERP Implementation, Composition of Implementation, Team, Organization of the Implementation Team Works

Topics for Flipped Classes: Videos on ERP Project Teams

Unit – V

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

ERP Operation and Maintenance, After Going Live, Ongoing Implementation Efforts, Upgrading versus New Software, Operation and Maintenance of the ERP system, operation of the ERP System, ERP Maintenance Phase

Topics for Flipped Classes: Videos on ERP Operation and Maintenance

Self Study Topics

Unit No.	Topic description
1	Applications of ERP in business
2	ERP Platforms

3	ERP Implementation Plan
4	How the implementation team works
5	How to maintain a ERP Software

Books	
Text Books:	
1.	Enterprise Resource Planning (2009), Second Edition, Alexis Leon, TMH Publication
2.	Enterprise Resource Planning (2011), D P Goyal, TMH Publication
Reference Books:	
1.	Enterprise Resource Planning (2008) Garg Vinod Kumar, PHI
2.	Enterprise Resource Planning (2011) Ray Rajesh, TMH Publication
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://nptel.ac.in/noc/individual_course.php?id=noc18-mg35
2.	https://www.edx.org/professional-certificate/digital-marketing-0

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
4.		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination

Course Outcome (COs)					
At the end of the course, the student will be able to			Bloom's Level	PO's	PSO's
1.	Students will be able to Evaluate the uses of ERP		5	1,2,4,5	1
2.	Students will be able to Analyze the Concepts of ERP Implementation		4	1,2,4,5	2
3.	Students will be able to Evaluate ERP Maintenance and operation Process		5	1,2,4,5	1

Program Outcome of this course (POs)			PO No.
1.	Apply knowledge of management theories and practices to solve business.		1
2.	Foster analytical and critical thinking abilities for data-based decision making		2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business		4
4.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team.		5
5.	Ability to make use of relevant skills acquired during the programme for career advancement		6

Program Specific Outcome of this course (PSOs)			PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.		1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement		2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community		3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	30 % of the total marks is scored by 30% of the students.
2	30 % of the total marks is scored by 40% of the students.
3	40 % of the total marks is scored by 30% of the students.

CO-PO Mapping (planned)						CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	X	X		X	X		X		
CO2	X	X		X	X	X		X	
CO3	X	X		X	X		X		
CO4	X	X		X	X			X	X
Mention the levels: 1, 2, 3									

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<input type="checkbox"/> Writing two IA test is compulsory. <input type="checkbox"/> Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains 4 Parts</p> <ul style="list-style-type: none"> • Part A contains three marks questions students have to answer five questions out of seven questions. • Part B contains seven marks questions, students have to answer five questions out of seven questions. • Part C contains ten marks questions, students have to answer three questions out of four questions. <p>Part D contains twenty marks, this is compulsory to answer for all students</p>

4th Sem MBA

Management Control Systems

Course Code	18MBA401	Credits L-T-P	4- 0- 0
Course type	BS/ES/PC/PE/OE/HS	Total credits	4
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	L =40Hrs; T = Hrs;P = Hrs Total = 40Hrs	SEE Marks	50 marks

Course learning objectives

1.	Understanding the Concept of Cost and Management control systems
2.	Understanding Product Cost and its ascertainment
3.	Understanding the Marginal cost and its application in management.
4.	Evaluate Pricing Policies and cost using budgets.
5.	Understanding the cost control and techniques used in cost reduction.

Pre-requisites: Students should have basic knowledge about strategy, budgets

Unit - I

8 Hours

Introduction to Management Control Systems: Basic concepts, goals, and strategic key variables in management control systems. Boundaries of Management Control

Unit - II

_10_Hours

Unit II: The Management Control Environment

Understanding Strategies, Goals, Concept of Strategy, Corporate level Strategies, Business Unit Strategies, Types of Organization, Functions of Controller.

Unit - III

_8_Hours

Responsibility Centers: Revenue and Expense Centers

Responsibility Centers, Revenue Centers, expense Centers, Administrative Centers, research and Development Centre, Marketing Centre.

Profit Centre: Business Unit as Profit Centre, Other Profit Centre, Measuring Profitability.

Unit - IV

_10_Hours

Budgetary Control: Budgetary control, Meaning of Fixed, variable and semi variable budgets - preparation of flexible budget; Activity Based Costing (ABC) – Elements and steps involved, ABC Vs Traditional costing, Uses and limitations, Simple problems on ABC analysis

Standard Costing: Definition, Significance and Applications

• Various Types of Standards need for setting standards.

Variance analysis – material and labor and overhead variances and Variances reporting to management.

Unit - V

_10_Hours

Strategic Planning:

Characteristics of incentives, Compensation Plans, Incentives for corporate officers, incentives for business unit managers, Agency Theory.

Multinational Organizations, Cultural differences, Transfer Pricing.

Project Planning, Project Execution, Project Evaluation.

Self-Study Topics

Unit No.	Topic description
1.	Meaning of Strategy

2.	To study the difference between Revenue and Expense Centre
3.	Significance and application of standard costing
4.	Meaning and Types of Budgets
5.	Incentives and compensation plans given to employees

Books	
Text Books:	
1.	Robert N Anthony & Vijay Govindarajan, Management Control Systems ,McGraw Hill Companies ,12 th Edition
2.	Saravanel,P. Management Control system - 1st Ed. - New Delhi HPH 2008 - 300P.
Reference Books:	
1.	Management Control Systems Robert,N Anthony. - New Delhi THM. 2007 - 769P.
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://www.edx.org/course/management-accounting-for-decision-making
2.	https://swayam.gov.in/courses/3504-management-accounting-for-decision-making

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power point Presentation	2.	Assignments
3.	Case Study	3.	Case Studies
4.	Practice Sessions (Problems)	4.	Quizzes
		5	Workshops
		6	Semester End Examination (SEE)

Course Outcome (COs)				
At the end of the course, the student will be able to		Bloom's Level	PO's	PSO's
1.	Applications of Management accounting and control systems in corporate.	3	1&3	1&2
2.	Understanding goals and strategies of business units	1	2&4	1
3.	Apply the responsibility centers and Profit centers.	3	1,3&5	2,3
4	Determine standard costing and variance analysis cost control in business decision making,	3	4	2
5	Evaluate the Project planning, execution and its evaluation	4	2,5	2,3

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business.	1
2.	Foster analytical and critical thinking abilities for data-based decision making	2
3.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	3
4	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team.	4
5	Ability to make use of relevant skills acquired during the programme for career advancement.	5
6	Ability to acquire entrepreneurial competencies to create value for the society at large.	6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and	3

provide better service to community

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks is scored by 85% of the students.
2	60% of the total marks are scored by 70%of the students
3	65%of the total marks scored by 75%of the students

CO-PO Mapping (planned)					CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2	PSO3
CO1	1		2			1	2	
CO2		3		3		2		
CO3	2		1		1		1	2
CO4				1			2	
CO5		2			3	2		3
Mention the levels: 1, 2, 3								

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<ul style="list-style-type: none"> ➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50 					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains four parts.</p> <p>Part A contains three marks questions students have to answer five questions out of seven questions.</p> <p>Part B contains seven marks questions, students have to answer five questions out of seven questions.</p> <p>Part C contains ten marks questions, students have to answer three questions out of four questions.</p> <p>Part D contains twenty marks, this is compulsory to answer for all students.</p>

Supply Chain Management(Theory)

Course Code	20 MBA 402	Credits L-T-P	4- 0- 0
Course type	PC	Total credits	3
Hours/week: L-T-P	4-0-0	CIE Marks	50 marks
Total Hours:	L = 40 Hrs; T = 0 Hrs; P = 0 Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives

1.	Students should understand the fundamentals of Supply chain Management
2.	Learners should know the methods of Supply chain design
3.	Students Should learn the methods of supply chain innovations.
4.	Learners should study fundamentals of Block chain
5	Students should understand business applications of Block chains

Pre-requisites : Students should know the operational Management concepts from the earlier semesters

Unit - I

Contact Hours = 6 Hours

Flipped Classes Content = 2 Hours

Supply Chain Fundamentals: Concept of supply chain, Supply chain Performance, supply chain drivers and metrics, Demand chain management, Value chain management, Global Delivery models.

Topics for Flipped Classes: Demand Chain management, Global delivery models

Unit - II

Contact Hours = 6 Hours

Flipped Classes Content = 2 Hours

Supply Chain Design: Center of gravity models, network operational planning, cost minimization model, profit maximization model, Echelon supply chain modeling, Distance based approach, sensitivity analysis,

Topics for Flipped Classes: Sensitivity analysis, Distance based approach

Unit - III

Contact Hours = 6 Hours

Flipped Classes Content = 2 Hours

Supply Chain Innovations: Agile supply chains, Green supply chains, Digital distribution, Rural supply chains, Artificial Intelligence in Supply chains, Hyper local models, Omni channel retailing and e-commerce supply chains. Shared economy, shared autonomous vehicles. Supply chain analytics.

Topics for Flipped Classes: Supply chain analytics, Shared economy.

Unit - IV

Contact Hours = 6 Hours

Flipped Classes Content = 2 Hours

Fundamentals of Block chain: Introduction to block chain, transactions and blocks, mining and consensus, connecting the dots, smart contracts.

Unit - V

Contact Hours = 6 Hours

Flipped Classes Content = 2 Hours

Applications of Block chain technology: Bitcoins, Supply chain Management, Healthcare Management

Gamification, Financial services management, Energy trading, Anti- Counterfeiting. Smart contract

management and Domain Name.

Topics for Flipped Classes: smart contract, Bitcoins

Self-Study Topics

Unit No.	Topic description
1	Global delivery models in IT sector.
2	Supply chain software.
3	Hybrid supply chain models
4	Blockchain and ethereum
5	Blockchain application development using tools.

Books

Text Books:	
1.	Meindl, P., Chopra, S. (2016). Supply Chain Management: Strategy, Planning, and Operation. India: Pearson.
2.	Jayaraman, J., Watson, M., Lewis, S., Cacioppi, P. (2012). Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain. (n.p.): Pearson Education.
3.	Shah, Janath. (2009). Supply Chain Management: Text and Cases. India: Pearson Education.
4.	Tapscott, D., Iansiti, M., Review, H. B., Lakhani, K. R. (n.d.). Blockchain: The Insights You Need from Harvard Business Review. United States: Harvard Business Review Press.
Reference Books:	
1.	Gunasekaran, A., Attaran, M. (2019). Applications of Blockchain Technology in Business: Challenges and Opportunities. Germany: Springer International Publishing.
2.	Deka, G. C. (2018). Blockchain Technology: Platforms, Tools and Use Cases. United States: Elsevier Science.
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://nptel.ac.in/courses/110/105/110105141/
2.	https://nptel.ac.in/courses/106/105/106105184/

Course delivery methods		Assessment methods	
1.	Case studies	1.	Internal tests
2.	Presentations	2.	Assignments
3.	Applications and tools	3.	Project work
4.	Facilitating	4.	
5.	Online compilation	5.	

Course Outcome (COs)				
At the end of the course, the student will be able to		Bloom's Level	Pos	PSO
1.	Apply Supply Chain concepts for services sector	3	1,2,6	1,2,3
2.	Analyze Supply Chain design models of knowledge industry	4	1,2,6	1,2,3
3.	Create hybrid supply chain models for digital brands	5	2	2
4.	Develop block design for healthcare management.	3	2	2
5.	Create a Blockchain architecture for Financial services	5	2	2

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks is scored by 90% of the students.
2	60 % of the total marks is scored by 80% of the students.
3	65 % of the total marks is scored by 70% of the students.

CO-PO Mapping (planned)			CO-PSO Mapping(planned)			
	PO1	PO2	PO6	PSO1	PSO2	PSO3
CO1	2	3	3	2	2	2
CO2	2	3	2	2	2	2
CO3		2			2	
CO4		2			2	
CO5		2			2	
Mention the levels: 1, 2, 3						

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<input type="checkbox"/> Writing two IA test is compulsory. <input type="checkbox"/> Minimum marks required to qualify for SEE : 20 out of 50					

Self-Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours' duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains four parts.</p> <p>Part A contains three marks questions students have to answer five questions out of seven questions.</p> <p>Part B contains seven marks questions, students have to answer five questions out of seven questions.</p> <p>Part C contains ten marks questions, students have to answer three questions out of four questions.</p> <p>Part D contains twenty marks, this is compulsory to answer for all students.</p>

RESEARCH PUBLICATION

Course Code	20MBA403	Credits L-T-P	1- 0- 0
Course type	PC	Total credits	1
Hours/week: L-T-P		CIE Marks	25 Marks
Total Hours:	L = 8 Hrs; T = 0 Hrs; P = 0 Hrs Total = 8 Hrs	SEE Marks	

Course learning objectives	
1.	To understand the basics of the research process
2.	To analyze the theoretical and practical aspects of research writing
3.	To enhance student's ability to take up analytical thinking through research
4.	To gain recommendations made by various research committees for grants

Pre-requisites : students should have basic understanding of the research methodologies

Unit - I	4 Hours
Meaning, Types, process and importance of research, Purpose of research, How to identify a research area / Topic and drafting the title , meta analysis / literature review and gap analysis. Flipped class topics : Scope of research in the knowledge era and developing research culture.	

Unit – II	4 Hours
Research writing : Steps involved in a effective writing and presentation , selection of journal or website for publishing , understanding peer review , blind reference , impact factor , citation ,indexing , plagiarism , copy rights , IPR and hierarchy of journal standards (Scopus ,UGC etc) . Flipped class topics : Types of publications : Journal , conference proceedings , case studies , concept paper , research review based paper , Primary research report and inter disciplinary studies and other .	

Note:

Pedagogy – units 1 and 2 to be covered with contact classes (8 hrs) in a workshop mode spread over two days .
This workshop to be conducted by all faculties within first two weeks of the commencement of the semester
Publications to be evaluated by the respective mentors.

Self Study Topics	
Unit No.	Topic description
1	Study Research papers published already by students
2	Study case studies published by students
3	Study articles written by students on the websites

Books	
Text Books:	
1.	How to Self-publish on Amazon: by Brian Jackson
2.	Self Publishing FAQ: How To Publish by Direct Publishing and KDP Paperback Books, Kindle Edition by Bill Platt (Author)
Reference Books:	
1.	
2.	
E-resource:	
1.	https://onlinecourses.swayam2.ac.in/ugc19_ge03/preview
2.	https://in.sagepub.com/en-in/sas/how-to-get-published
3	https://www.springer.com/gp/law/become-an-author

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Presentation in seminar
2.	Power Point Presentation	2.	Publication of research paper
3.	Class Room Exercise	3.	Publication of case study
4.		4.	Publication of articles on the website

Course Outcome (COs)		
At the end of the course, the student will be able to		Bloom's Level
1.	To analyze the theoretical and practical aspects of research writing	L4
2.	To gain recommendations made by various research committees for grants	L5
3.	Apply analytical and critical thinking abilities for data-based decision making	L4

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problems.	1
2.	Foster analytical and critical thinking abilities for data-based decision making	2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	3

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement.	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community.	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks is scored by 60% of the students.

CO-PO Mapping (planned)				CO-PSO Mapping(planned)		
	PO1	PO2	PO3	PSO1	PSO2	PSO3
CO1	3	2	1	3	2	1
CO2	2	3	2	2	3	2
CO3	2	2	3	2	2	3
Mention the levels: 1, 2, 3						

Scheme of Continuous Internal Evaluation (CIE):

Components	Quiz	Seminar/ Publication	Total Marks	Final marks
Marks	5	20	25	25

INTEGRATED MARKETING COMMUNICATIONS

Course Code	20MBAMM404	Credits L-T-P	3- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	L = 40Hrs; T = 0 Hrs;P = 0 Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives	
1.	To provide an understanding of the basic principles of planning and execution in Marketing communications;
2.	To acquaint the students with concepts and techniques in the application for developing and designing an effective advertising and sales promotion program
3.	To sensitize students to the various facets of advertising, public relation and promotion management and develop a managerial perspective
4.	To build an informed decision making ability for effective and efficient tackling of promotional situations.

Pre-requisites: Students needs to be aware of Advertising and Promotion Management

Unit - I	8 Hours
<p>An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; Topics for flipped classes : The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behavior.</p>	

Unit - II	8 Hours
<p>Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy. Topics for flipped classes : New World of mouth – customer reviews</p>	

Unit - III	8 Hours
<p>Promotion Objectives and Budget Determination: Setting Communication Objectives, Sales vs marketing communication-oriented objectives, DAGMAR approach to setting ad objectives and measuring advertising effectiveness, Budgeting for marketing communication, Arriving at the Marketing Communication Budget - Theoretical approaches to budget setting - Marginal analysis and Sales response Models, Factors Influencing budget setting, Methods to determine budgets – Predetrmined Budgetary methods, Affordable or All-You-Can-Afford method, Percentage of Sales Method, Topics for flipped classes : Unit of Sales Method, Industry Standards or Competitive Parity Method, Startegy-Based Budgeting Approaches, Objective-and-task Method, Payout Planning Method,</p>	

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Unit - IV	8 Hours
<p>Developing the Integrated Marketing Communication Programme: Planning and development of creative marketing communication, Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marketing communication- Types of appeals and execution styles.</p> <p>Topics for flipped classes : Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC</p>	

Unit - V	8 Hours
<p>Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E- Commerce and Digital Media, Advertising in Digital Media, Social Media, Mobile Advertising, E-PR Advertising Laws & Ethics, Intellectual Property Rights, ASCI,</p> <p>Topics for flipped classes : Trends in Integrated Marketing Communication</p>	

Self Study Topics	
Unit No.	Topic description
1	TI Cycles: New Product Strategy (C) (IIM Case)
2	Story boards of advertisements of FMCG companies in india.
3	Oriental Home Products Limited (IIM Case)
4	Mr. Motibhai Patel Buys a Tractor (IIM Case)

Books	
	Text Books:
1.	Advertising & Promotion- An Integrated Marketing Communications Perspective, George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill
	Reference Books:
1	Advertising Management, Jaishri Jethwaney & Shruti Jain, Oxford University Press
2	Advertising & Promotions: An IMC perspective, Kruti Shah and Alan D'Souza, Tata McGraw Hill
3	Advertising Management, Aakar, Batra and Myers, Prentice
4	Advertising & Promotions, S H Kazmi and Satish K Batra, Excel
5	Advertising; Principles and Practice, Wells, Moriarty and Burnett, Pearson
6	Advertising & Promotion: An IMC approach, Terence A. Shimp Pub., Cengage Learning
	E-resources(NPTEL/SWAYAM.. Any Other)- mention links
	https://nptel.ac.in/courses/110104070/39

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Case Studies
3.	Class Room Exercise	3.	Workshops
4.		4.	Project work

Course Outcome (COs)

At the end of the course, the student will be able to		Bloom's Level	POs	PSOs
1.	Describe the types of marketing communication available for Marketers	L1	1,2,3,4,5	1,2,3
2.	Understand Marketing Communication Models	L2	1,2,3,4,6	1,2,3
3.	Analyze & Establish Budgeting for Promotional Programmes	L3, L4	1,2,3,5,6	1,2,3
4	Plan and Evaluate effectiveness of Creative strategies in advertising	L5	1,3,4,5	2
5	Design & Development of media plan and promotional activities for an organization	L6	2,3,4,6	1,3

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problems	PO1
2.	Foster analytical and critical thinking abilities for data based decision making.	PO2
3.	Ability to develop value based leadership ability.	PO3
4	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	PO4
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	PO5
6	Ability to make use of relevant skills acquired during the programme for career advancement	PO6
7	Ability to acquire entrepreneurial competencies to create value for the society at large	PO7

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks are scored by 60% of the students.
2	40% Marks in projects
3	30% marks in internal assessments

CO-PO Mapping (planned)							CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1	2	1		1	3	2	1
CO2	1	3	2	1		2		1	3	2
CO3	1	2	3		2	3	2	1	2	3
CO4	2		1	1	3				1	
CO5		2	2	3		1	3	2		2
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<ul style="list-style-type: none"> ➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50 					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains four parts.</p> <p>Part A contains three marks questions students have to answer five questions out of seven questions.</p> <p>Part B contains seven marks questions, students have to answer five questions out of seven questions.</p> <p>Part C contains ten marks questions, students have to answer three questions out of four questions.</p> <p>Part D contains twenty marks, this is compulsory to answer for all students.</p>

STRATEGIC BRAND MANAGEMENT

Course Code	20MBAMM405	Credits L-T-P	3 – 0 – 0
Course type	PE	Total credits	3
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	Lecture = 40Hrs; Tutorial =0Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning Objectives	
1.	To understand the concepts of Branding and Process
2.	To evaluate Brand Equity and understand the Positioning in the Market Place
3.	To develop familiarity and competence with the strategies and tactics involved in building, leveraging and defending strong brands in different sectors.
4.	To explore avenues in Global Branding

Pre-requisites : Knowledge of Marketing Management, Strategic Management

Unit - I	8Hours Flipped Classes Content = 2 Hours
Introduction to Brand Management: Concepts, Evolution, Functions, Advantages of Branding. Product V/s Brand, Creation of Brands through goods, services, people, Organization, Retail stores, places, online, entertainment, ideas, Challenges to Brand builders, Strategic Brand Management Process	
<i>Topics for Flipped Classes: Evolution of Single and Multi Brand outlets</i>	

Unit - II	8 Hours Flipped Classes Content = 2 Hours
Customer Based Brand Equity(CBBE) Meaning, Model of CBBE, Brand Equity: Meaning, Sources, Steps in Building Brands, Brand building blocks Resonance, Judgments, Feelings, performance, imagery, salience-Brand Building Implications, David Aaker's Brand Equity Model.	
Brand Identity & Positioning: Meaning of Brand identity, Need for Identity & Positioning, Dimensions of brand identity, Brand identity prism, Brand positioning – Meaning, Point of parity & Point of difference, positioning guidelines Brand Value: Definition, Core Brand values, Brand mantras, Internal branding	
<i>Topics for Flipped Classes: Brand Meanings and Associated values</i>	

Unit - III	8 Hours Flipped Classes Content = 2 Hours
Choosing Brand Elements to Build Brand Equity: Criteria for choosing brand elements, options & tactics for brand elements-Brand name, Naming guidelines, Naming procedure, Awareness, Brand Associations, Logos & Symbols and their benefits, Characters & Benefits, Slogans & Benefits and Packaging.	
Leveraging Brand Knowledge: Meaning and Dimensions of Brand Knowledge, Meaning of Leveraging Secondary Brand Knowledge & Conceptualizing the leverage process.	
<i>Topics for Flipped Classes: Brand Elements and associated meanings</i>	

Unit - IV	8 Hours Flipped Classes Content = 2 Hours
Measuring and Managing Brand Equity: Brand Value Chain, Qualitative and Quantitative Research Techniques, Comparative methods, Conjoint Analysis, Holistic methods , Establishing Brand Equity Management System , Brand Reinforcement, Brand Revitalization, Brand Crisis, Brand Architecture, Brand hierarchy, Brand extension and brand transfer, Managing Brands overtime. Brand Imitations- Meaning and types of imitations, first mover advantages, Free rider effects	
<i>Topics for Flipped Classes: Managing Brands overtime ; a practical perspective</i>	

Unit - V	8 Hours Flipped Classes Content = 2 Hours
Global Branding : Rationale for going global, Advantages and Disadvantages, Standardization V/s Customization, Building global customer based brand equity, Luxury Brand Management	
Topics for Flipped Classes: International Brands in India and Associated Branding activities	

Self Study Topics	
Unit No.	Topic description
1	Study the content and Literature on Leveraging User-Generated Content to Build Brands
2	Study the concept of developing and adopting Programmatic Advertising
3	Study the Brand Portfolio of successful National and Global Brands
4	Discuss and present line extensions strategies of successful National brands
5	Study the Branding policies adopted by Global Brands

Books	
Text Books:	
1.	Strategic Brand Management, Building Measuring & Managing , Kevin Lane Keller, Pearson Educational Latest Edition
2.	Brand Management -The Indian Context – Y L R Moorthi – Vikas Publication.
Reference Books:	
1.	Brand Management- Harish V Verma, 2/e, Excel BOOKS.
2.	Compendium Brand Management – Chunnawalla, 1/e, HPH, 2003

Course delivery methods		Assessment methods	
1.	Lecture	1.	Internal Test
2.	Case Studies	2.	Case studies
3.	Problem Solving	3.	Assignments
4.	Video Documentaries	4.	Project

Course Outcome (COs)					
At the end of the course, the student will be able to			Bloom's Level	PO(s)	PSO(s)
1.	Apply Branding Knowledge to position and evaluate brands		L3	1	1
2.	Evaluate the positioning strategies adopted by National and Global Brands		L5	2	2
3.	Analyze and Choose Brand Elements to contribute to Branding plans		L4	4	2
4.	Formulate Branding strategies for sustainability and growth		L6	6	3
5	Develop Strategies to compete in International Markets		L6	7	3

Program Outcomes(POs)			PO No.
1.	Apply knowledge of management theories and practices to solve business problems		PO1
2.	Foster analytical and critical thinking abilities for data based decision making.		PO2
3.	Ability to develop value based leadership ability.		PO3
4	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business		PO4
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment		PO5
6	Ability to make use of relevant skills acquired during the program for career advancement		PO6
7	Ability to acquire entrepreneurial competencies to create value for the society at large		PO7

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks are scored by 75% of the students.
2	60 % of the total marks are scored by 70% of the students.
3	80 % of the total marks are scored by 65% of the students.

CO-PO Mapping (planned)								CO-PSO Mapping(planned)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1			2	3	1	2	1	2		
CO2	3	2		3		2			2	
CO3	2		2				1	2		2
CO4			2	3					2	
CO5	2	2		3	2	2	1	2		
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<p align="center">➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50</p>					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains four parts.</p> <p>Part A contains three marks questions students have to answer five questions out of seven questions.</p> <p>Part B contains seven marks questions, students have to answer five questions out of seven questions.</p> <p>Part C contains ten marks questions, students have to answer three questions out of four questions.</p> <p>Part D contains twenty marks, this is compulsory to answer for all students.</p>

International Marketing Management(Theory)

Course Code	20 MBA MM 406	Credits L-T-P	4- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	4-0-0	CIE Marks	50 marks
Total Contact Hours:	L = 40 Hrs; T = 0 Hrs; P = 0 Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives

1.	Students should understand product management in global markets.
2.	Learners should know the global pricing techniques.
3.	Students Should learn the methods of global distributions
4.	Learners should study global promotion strategies
5	Students should understand various export documents required.

Pre-requisites : Students are expected to study the international business environment in the earlier semesters.

Unit - I

Contact Hours = 6 Hours

Flipped Classes Content = 2 Hours

International Product management: International Market evaluation matrix, International product standardization, International product adaptation, Global branding, Frugal engineering, reverse Innovation, Products for Bottom of the Pyramid., International intellectual property protection and Digital asset management, International dispute resolution, global product diffusion.

Topics for Flipped Classes: Frugal engineering, Bottom of Pyramid.

Unit - II

Contact Hours = 6 Hours

Flipped Classes Content = 2 Hours

International Price management: Currency markets and pricing, dumping and antidumping, counter trade, Crude oil price determination, International logistics price determination, Tariffs , crypto currencies, International insurance management.

Topics for Flipped Classes: International insurance management, cryptocurrencies.

Unit - III

Contact Hours = 6 Hours

Flipped Classes Content = 2 Hours

International Place management: Global delivery models, Digital distributions, Block chains in global distribution, International green supply chains, Micro moments in global marketing, supply side risks in global distribution, demand side risks of global distribution, Air Cargo, port and maritime management.

Topics for Flipped Classes: Digital distribution, Green supply chain

Unit - IV

Contact Hours = 6 Hours

Flipped Classes Content = 2 Hours

International Promotional Management: International trade promotions, Social media promotion, International digital marketing, Online personal selling, Lobbying, AR, VR and mixed realty in global promotion, MarTech in International CRM.

Topics for Flipped Classes: Mixed realty, MarTech.

Unit - V	Contact Hours = 6 Hours Flipped Classes Content = 2 Hours
Export Documentations: ProForma Invoice. Customs Packing List. Country of Origin or COO Certificate. Commercial Invoice. Shipping Bill. Bill of Lading or Airway Bill. Bill of Sight. Letter of Credit. Bill of exchange, Export License, Warehouse Receipt, Health Certificates, Bill of Entry, Import License, Insurance certificate, RCMC Registration cum Membership Certificate, GATT/DGFT declaration, Technical write up, literature, Industrial License, dangerous goods certifications.	
Topics for Flipped Classes: GATT, Industrial License.	

Self-Study Topics

Unit No.	Topic description
1	Global delivery models in the IT sector.
2	Counterfeiting in international markets.
3	Illegal supply chains in Global marketing.
4	Technology influence in global promotions
5	Export documentation for a local company.

Books

Text Books:	
1.	Baack, D. W., Czarnecka, B., Baack, D. E. (2018). International Marketing. United Kingdom: SAGE Publications.
2.	Vasudeva, P. K. (2006). International Marketing. India: Excel Books.
3.	Busuttill, J. (2015). The Practitioner's Guide To Product Management. United Kingdom: Little, Brown Book Group.
4.	Volm, J. (2002). Global Pricing Strategies. Theoretical Concepts and Practical Experience. Germany: GRIN Verlag.
Reference Books:	
1.	Global Marketing Strategies for the Promotion of Luxury Goods. (2016). United States: IGI Global.
2.	Gopal, C. (2006). Export Import Procedures - Documentation And Logistics. India: New Age International (P) Limited.
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://nptel.ac.in/courses/110/107/110107112/
2.	https://onlinecourses.swayam2.ac.in/cec20_mg12/preview

Course delivery methods		Assessment methods	
1.	Case studies	1.	Internal tests
2.	Presentations	2.	Assignments
3.	Applications and tools	3.	Project work
4.	Facilitating	4.	
5.	Flipped Classroom	5.	

Course Outcome (COs)

At the end of the course, the student will be able to		Bloom's Level	PO	PSO
1.	Apply International product concepts to IT sector	3	1,2,6	1,2,3
2.	Analyze Pricing strategies for International Pharma Marketing	4	1,2,6	1,2,3
3.	Create distribution channel for traditional indigenous products.	5	2	2

4	Develop social media campaigns for hospitality services.	3	2	2
5	Create a sample export document for international Healthcare products.	5	2	2

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks is scored by 90% of the students.
2	60 % of the total marks is scored by 80% of the students.
3	65 % of the total marks is scored by 70% of the students.

CO-PO Mapping (planned)				CO-PSO Mapping(planned)		
	PO1	PO2	PO6	PSO1	PSO2	PSO3
CO1	2	3	3	2	2	2
CO2	2	3	2	2	2	2
CO3		2			2	
CO4		2			2	
CO5		2			2	
Mention the levels: 1, 2, 3						

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<input type="checkbox"/> Writing two IA test is compulsory. <input type="checkbox"/> Minimum marks required to qualify for SEE : 20 out of 50					

Self-Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains four parts.</p> <p>Part A contains three marks questions students have to answer five questions out of seven questions.</p> <p>Part B contains seven marks questions, students have to answer five questions out of seven questions.</p> <p>Part C contains ten marks questions, students have to answer three questions out of four questions.</p> <p>Part D contains twenty marks, this is compulsory to answer for all students.</p>

DIGITAL MARKETING

Course Code	20MBAMM407	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives	
1.	Introduce students to the digital marketing environment and developing the required ecosystem.
2.	Develop skills relating to search engines optimization
3.	Familiarize the steps involved in local, social, mobile and content marketing
4.	Develop the skills to design the search engine marketing

This syllabus is prepared in accordance with Google Digital marketing certificate- a free Google digital marketing unlocked website certificate accepted all over the world. Students should complete the certification as well as the course examination.

Pre-requisites :Students are expected to have fundamentals of internet marketing in the first semester marketing subject

Unit – I	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Introduction to digital marketing:	
The Digital Marketing Framework, Why Digital Marketing, Difference between Traditional Marketing and digital Marketing, what is digital marketing strategy, Digital Marketing Manager- Role and functions, ROI between Digital and traditional marketing, understanding the current business, Basics of Internet, Types of Digital Marketing: E-mail Marketing, Social Media Marketing, Mobile Marketing, Influencer Marketing, Viral Marketing, Search Engine Marketing	
Topics for Flipped Classes: Videos on Introduction to Digital Marketing	

Unit - II	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Search Engine Optimization and Content Development:	
Realistic Goal Setting, Keyword Search, Google Webmaster guidelines, Crawling and indexing, Page ranking, Google search console	
Search working: meta tags, heading elements, page copy, linking, and audience engagement via content, language, localization and country targeting.	
Building local presence, Google My Business Listing, listing in local directories,	
Social Media: Facebook Pages, Facebook Business Suite, Instagram Page, LinkedIn Page, Twitter profile for your business, kooapp, WhatsApp Business	
Content Development: Choosing appropriate Images for the website, Important aspects to keep in mind for Content writing.	
Topics for Flipped Classes: Videos on SEO	

Unit – III	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Website:	
How website works, choosing a Hosting package, choosing a Domain Name, Content Management Systems (Word press), installation of Word Press account,Types of Blogs, Creating Blogs, Basics of HTML, Various types of programming languages used in developing websites,Feeds, Cookies	

Topics for Flipped Classes: Videos on WordPress

Unit - IV	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
<p>Search Engine Marketing: Social Media: Choosing social media sites for marketing, social media goals, social media plans, advertising on social media, social media metrics. Facebook Business Ads Manager Settings for Facebook, Instagram and WhatsApp, Google Ads: Type of advertisement, Paidads, Creation of account & advertisement, PPC, CPC, CPM, Biding Strategies, Responsive Ads, Text Ads, Ad Extensions- Callout Ads, Call Ads, location, Keyword Match Types, Campaign Level Settings & Account level settings -Auto-tagging, Call reporting. Ad Scheduling, Ads Location Mapping/Targeting. Ad creation using software's and online tools. YouTube Ads, Search Partners Marketing, Banner Ads, Photo Ads and Carousel Ads</p> <p>Display advertising; meaning, working, goals, search advertising v/s display advertising, target identifications, types of display advertising, organizing display advertising.</p> <p>Video advertising and marketing: strategic fit of video marketing, video content and budgeting, promoting videos, sharing videos, advertising on video sharing sites, Video marketing metrics.</p> <p>E-mail marketing: basics, crafting e-mail marketing, e-mail marketing campaigns, e-mail marketing metrics.</p>	
<p>Topics for Flipped Classes: Videos on SEM</p>	

Unit - V	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
<p>Digital Marketing Analytics: Google Search Console Analytics, Google Analytics, Facebook and Instagram Analytics, YouTube Analytics Online shopping sites: e-commerce, levels of e-commerce, handling online payments, order management, customer service in e-commerce and m-commerce.</p>	
<p>Topics for Flipped Classes: Videos on Google Analytics</p>	

Self-Study Topics	
Unit No.	Topic description
1	Social Media Influencer Marketing
2	Content Development for a Blog or a Website
3	Students are required to setup a WordPress website or Blog of their own
4	Students are required to setup their own Google Ads Account
5	Students will have to setup Google Analytics account for their subdomain or blog

Books	
Text Books:	
1.	Puneet singh- Fundamentals of digital marketing- 1 e – Pearson, 2017.
2.	Nishitsharan Demystifying digital transformation- 1 e Notion press – 2018.
3.	Digital marketing insight 2018, 1 e , Notion press, 2018
4.	Kotelnik Philip; marketing 4.0 . 1 e Wiley, 2018.
Reference Books:	
1.	Damian ryan- Understanding digital marketing- 4e – Kogan Press, 2016.
2.	Ryan Deiss- Digital marketing for dummies- 1e Wiley, 2017.
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	E-Business https://onlinecourses.nptel.ac.in/noc17_mg22
2.	E-Marketing https://nptel.ac.in/courses/110105083/17

Course delivery methods		Assessment methods	
1.	Lecture.	1.	Internal test
2.	Case study	2.	Project work
3.	Problem Solving	3.	Case study
4.	Simulation	4.	Workshop
		5.	Semester End Examination

Course Outcome (COs)			
Outcomes usually follow the format: “At the end of the course, students will be able to ‘insert action verb here + insert knowledge, skills, or attitudes the student is expected to develop’”(Highlight the action verb representing the Bloom’s level.)			
At the end of the course, the student will be able to		Bloom’s Level	PO’s
1.	Develop web and business plan for online business.	6	1, 2,3
2.	Design SEO, SEM, Local marketing, social media marketing, mobile marketing and content marketing.	6	3, 7
3.	Formulate customer reach, analytics and internationalization road map of online business	6	1,7

Program Outcome of this course (POs)		PO No.
1.	Students will be able to solve problems of competitive business environment Business.	1
2.	Students will demonstrate their skills to enhance productivity, efficiency and effectiveness of	3
3.	Students will be able to create models, plans and projects to explore the potential markets.	7

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	Low (L): If 60% of marks is scored by less than 50% of the students.
2	Medium (M): If 60% of marks is scored by 50% to 70% of the students.
3	High (H): If 60% of marks is scored by 70% of the students.

	CO-PO Mapping (planned)			CO-PSO Mapping(planned)		
	PO1	PO3	PO7	PSO1	PSO2	PSO3
CO1	X				X	X
CO2		X	X	X	X	
CO3	X		X		X	X
CO4		X	X	X		X
Mention the levels: 1, 2, 3						

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50

➤ Writing two IA test is compulsory.
➤ **Minimum marks required to qualify for SEE :20 out of 50**

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:40 (out of 100 marks)
3.	Question paper contains 4 Parts <ul style="list-style-type: none">• Part A contains three marks questions students have to answer five questions out of seven questions.• Part B contains seven marks questions, students have to answer five questions out of seven questions.• Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all students

Rural Marketing(Theory)

Course Code	20MBAMM408	Credits L-T-P	3- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	Lecture = 40 Hrs; Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives

1.	To provide a conceptual understanding on the Rural Marketing with special reference to Indian context
2.	To create awareness about the applicability of the concepts, techniques and processes of marketing in rural context.
3.	To familiarize with the special problems related to sales in rural markets.

Pre-requisites:

Students are expected to have fundamentals of marketing. And students are required to be aware of the latest strategies adapted by Indian companies for rural markets.

Unit - I

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Introduction to Indian Rural Marketing

Definition, scope of rural marketing, concepts, classification of rural markets, rural vs. urban markets. Rural marketing environment: Population, occupation pattern, income generation, location of rural population, expenditure pattern, literacy level, land distribution, land use pattern, irrigation, development programs, infrastructure facilities, rural credit institutions, rural retail outlets, print media in rural areas, rural areas requirement, rural demand and rural marketindex,

Topics for Flipped Classes:

rural vs. urban markets, rural credit institutions, , rural retail outlets, print media in rural areas, rural areas requirement, rural demand

Unit - II

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Rural Consumer behavior:

Factors affecting Consumer Behavior, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer- Age and Stages of the Life cycle, Occupation and Income, Economic circumstances, Lifestyle, Personality and Brand belief, Information Search and pre-purchase Evaluation, Rise of Consumerism, Consumer Buying Process, Opinion Leadership Process, Diffusion of Innovation, Brand Loyalty.

Rural Market Research: Planning the Rural Research, Research Objectives & Research Design, Research Participatory Approaches, Data Collection Tools, Research Tools, Limitations & Challenges in Rural Marketing Research,

Topics for Flipped Classes:

Factors affecting Consumer Behavior, Social factors, Technological Factors, Economic Factors, Political Factors, Characteristics of Rural consumer

Unit - III

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Rural Marketing of FMCG's

Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of FMCG's (Select case studies)

Rural Marketing of Consumer durables:

Rural Marketing of Consumer durables, Issues related to marketing of consumer durables in the rural market, (Select case studies)

Rural marketing of financial services:

Marketing of Banking Services in Rural Markets, Challenges in marketing for banking services in rural market, opportunities for banking in rural areas

Topics for Flipped Classes:

Indian FMCG industry, characteristics of Indian FMCG sector, Challenges in the FMCG industry, Rural Marketing of FMCG's, Rural Marketing of Consumer durables, Rural marketing of financial services

Unit - IV	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Marketing of agricultural inputs: Indian tractor industry: A brief overview, Challenges for Indian tractor industry, factors suggesting better future prospects for tractor industry, marketing strategies for tractor industry, Fertilizer industry in India: Marketing of fertilizer industry, classification of fertilizer industry, Challenges for marketing of fertilizer industry, Brief on Marketing of Cottage Industry Products, Products by SSI and Home products	
Topics for Flipped Classes: Indian tractor industry: A brief overview, Challenges for Indian tractor industry, Fertilizer industry in India: Marketing of fertilizer industry	

Unit - V	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Marketing of Rural Industry Products: Artisans & Products, Marketing Problems of Artisans, Marketing Initiatives, Role of NGOs, Future of Rural Marketing: Change in Rural Patterns, Emerging Segments, ICT (Information & Communication Technology) – Transformation Agent, Technology & Innovation – A Driver	
Topics for Flipped Classes:	

Self-Study Topics	
Unit No.	Topic description
1	Problems in rural marketing
2	Consumer buying behavior models,
3	Strategies for banking services
4	Marketing strategies for Tractor & fertilizer industry
5	Rural Industry Products & Artisans

Books	
Text Books:	
1.	Rural Marketing - Gopal Swamy T. P, 3/e, Vikas Publishing House.
2.	Rural Marketing - Pradeep Kashyap & Siddhartha Raut, 2009, Biztantra.
3.	Rural Marketing – CSG Krishnamacharyulu, Llitha Ramakrishnnan, 2/e, 2011, Pearson
Reference Books:	
1.	Rural Marketing - Dogra & Karminder Ghuman, 1/e, TMH.
2.	Rural Marketing - Sanal Kumar Velayudhan, 2/e, Response Publication, 2007.
3.	Agricultural Marketing In India – Acharya , Oxford I B H.
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
4.		4.	Quizzes
		5.	Workshops
		6.	Semester End Exam

Course Outcome (COs)					
At the end of the course, the student will be able to			Bloom's Level	POs	PSOs
1.	To identify the rural premises on which the business functions		L3	1,2,5	1,2,3
2.	Compare the internal and external factors those influence crafting arural strategy		L3	2,3,5,6,7	1,2,3
3.	Distinguish rural corporate strategies adopted by the different companies		L3	1,4,6,7	1,2,3
4.	Evaluate the influence of business level in rural areas		L4		1
5.	Design & develop strategy implementation and control		L6		1,2,3

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problems	PO1
2.	Foster analytical and critical thinking abilities for data based decision making.	PO2
3.	Ability to develop value based leadership ability.	PO3
4.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	PO4
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	PO5
6.	Ability to make use of relevant skills acquired during the programme for career advancement	PO6
7.	Ability to acquire entrepreneurial competencies to create value for the society at large	PO7

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	Low (L): If 60% of marks is scored by less than 50% of the students.
2	Medium (M): If 60% of marks is scored by 50% to 70% of the students.
3	High (H): If 60% of marks is scored by 70% of the students.

CO-PO Mapping (planned)							CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	1			1			3	1	1
CO2		3	2		2	1	2	2	3	
CO3	2			3		1	1	1		3
CO4		1	1	3	2				1	
CO5	1					3	3	1		2
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<p>➤ Writing two IA test is compulsory.</p> <p>➤ Minimum marks required to qualify for SEE : 20 out of 50</p>					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains four parts.</p> <p>Part A contains three marks questions students have to answer five questions out of seven questions.</p> <p>Part B contains seven marks questions, students have to answer five questions out of seven questions.</p> <p>Part C contains ten marks questions, students have to answer three questions out of four questions.</p> <p>Part D contains twenty marks, this is compulsory to answer for all students.</p>

Corporate Taxation (Theory & Problems)

Course Code	20MBAFM409	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives

1.	The course helps students to develop a thorough, critical understanding of the basic concepts of income tax such as residential status, tax incidence.
2.	To make students understand the income tax provisions involved in determination of income from salary, business and profession.
3.	The course helps to develop the ability to calculate taxable income of individuals, partnership and companies, and helps the students in application of theoretical concepts to practical situations involving several cases.
4.	Overall, the students understand the provisions of indirect taxes in determining GST value and taxation value and the application of Indirect Taxation.
Pre-requisites: Students need to be aware of the fundamentals of provisions and procedures of Income Tax act and to develop a thorough, critical understanding of the concepts in the law of Direct Tax and Indirect Tax.	

Unit - I

8 Hours

Introduction to Basic Concepts:

Assessment year, Previous Year, Person, Assessee, Charges on Income, Gross Total Income, Capital and Revenue Receipts, Residential Status, Receipt and accrual of Income, Connotation of Income, Deemed to accrue or arise in India, Tax Planning, Tax Evasion, and Tax Management.

Topics for Flipped Classes: Tax Planning

Unit - II

8 Hours

Income from Salary:

Income from Salary (Theory and Problems) different forms of salary – leave salary, Gratuity, commutation of pension, Provident fund. Income from House Property (Theory and Concepts), Income from Other sources (Theory and Concepts) – Permissible deductions under section 80C to 80U. Setoff and carry forward of losses and clubbing of Incomes.

Topics for Flipped Classes: Permissible deductions under section 80C to 80U

Unit - III

8 Hours

Income from Business and Profession:

Computation- basis- method of accounting- scheme of business deductions/ allowance- deemed profits- maintenance of books, Depreciation (problems on computation of income from business/profession of individual assessee) Computation of Tax liability of a firm and partners, Computation of taxable income of a firm and partners – Computation of taxable income of a company with special reference to **MAT(Theory and Concepts)**.

Topics for Flipped Classes: Computation of Tax liability of a firm and partners

Unit - IV

8 Hours

Income under Capital Gain:

Basis of charge, Transfer of capital asset, inclusion & exclusion from capital asset, capital gain, computation of capital gain (theory & problems), deduction from capital gain.

Topics for Flipped Classes: Inclusion & exclusion from capital asset

Unit - V	8 Hours
Indirect Taxation: Nature and types of Excise duty, Customs: nature of customs, types of customs duties. Introduction to GST, Implications of GST on various sectors of Business , impact of pre and post implementation of GST, norms and procedures of GST.	
Topics for Flipped Classes: Implications of GST on various sectors of Business	

Self Study Topics	
Unit No.	Topic description
1.	Identify the objectives of Tax management.
2.	Evaluate the deductions available under various sections.
3.	Assess the incomes exempted from tax.
4.	Identify the nature and provisions of indirect taxes.

Books	
Text Books:	
1.	Singhania, V. S, Direct Taxes, Taxman, Wolters Kluwer(India) Pvt Ltd.(2015),.
2.	Dr. Girish Ahuja, Dr. Ravi Gupta, Direct and Indirect Taxes (Income Tax and GST), (2018)
3.	Manjula Navale, S.A. Quadri, Income Tax, Renuka Prakashan, (6e), 2020.
Reference Books:	
1.	Singhania, V, Students Guide to Income Tax, Taxman (2015)
2.	Datey, V. S, Indirect Taxes, Taxman (2015)
E-resources (NPTEL/SWAYAM.. Any Other)- mention links	
1.	Personal Finance, Part 1: Investing in Yourself, https://www.edx.org/course/personal-finance-part-1-investing-wellesleyx-pfinan101x-0

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination (SEE)

Course Outcome (COs)					
At the end of the course, the student will be able to			Bloom's Level	PO	PSO
1.	Identify and describe the nature and law of Income tax and the tax incidence on individuals.	3	2	1	
2.	Identify and demonstrate the calculation of income from salary.	3	1	2	
3.	Apply and Analyze tax provisions learnt to determine the tax liability of business firms.	3,4	2	2	
4.	Evaluation of tax liability of Partnership firms and Companies.	4	2	2,3	
5.	Compute and Analyze tax liability under Indirect taxation.	5	2		

Program Outcome of this course (POs)			PO No.
1.	Apply knowledge of management theories and practices to solve business problem.		1
2.	Foster analytical and critical thinking abilities for data based decision making.		2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.		4
4.	Ability to make use of relevant skills acquired during the programme for career advancement.		6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement.	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community.	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	Low (L): If 60% of marks is scored by less than 50% of the students.
2	Medium (M): If 60% of marks is scored by 50% to 70% of the students.
3	High (H): If 60% of marks is scored by 70% of the students.

CO-PO Mapping (planned)				CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PSO1	PSO2	PSO3
CO1		3			3		
CO2	2		2			3	
CO3		3		3		2	
CO4		1		2		2	2
CO5		2		1	3		
Mention the levels: 1, 2, 3							

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all student

Financial Derivatives (Theory)

Course Code	20MBAFM410	Credits L-T-P	3- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	4-0-0	CIE Marks	50 marks
Total Hours:	L = 40 Hrs; T = Hrs; P = Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives	
1.	Understanding Derivative market and instruments.
2.	Understand the strategies used for trading in derivative markets
3.	Compare and contrast various derivative instruments
4.	Expose students to the concept of credit risk and usage of derivative instrument to avoid credit Risk.
5.	Understanding the concept of interest rate derivatives

Pre-requisites : Students are required to have knowledge about finance and accounting

Unit - I	_10_ Hours Flipped Classes Content = 2 hours
<p>Futures and Forwards Derivatives: Meaning and types. Futures and forwards - differences-valuation of futures, valuation of long and short forward contract. Mechanics of buying & selling futures, Margins, Hedging using futures - specification of futures - Commodity futures, Index futures, interest rate futures - arbitrage opportunities</p>	
<p>Topics for Flipped Classes: specification of futures contract</p>	

Unit - II	_8_ Hours Flipped Classes Content = 2 hours
<p>Options: Types of options, option pricing, factors affecting option pricing – call and put options on dividend and non-dividend paying stocks put-call parity - mechanics of options - stock options - options on stock index - options on futures – interest rate options. Concept of exotic option, Hedging & Trading strategies involving options, valuation of option: basic model, one step binomial model, Black and Scholes Model, option Greeks. Arbitrage profits in options</p>	
<p>Topics for Flipped Classes: factors affecting option pricing</p>	

Unit - III	_9_ Hours Flipped Classes Content = 2 hours
<p>Financial Swaps: Features and uses of swaps - Mechanics of interest rate swaps – valuation of interest rate swaps– currency swaps – valuation of currency swaps</p>	
<p>Topics for Flipped Classes: Features and uses of swaps</p>	

Unit - IV	_8_ Hours Flipped Classes Content = 2 hours
<p>Interest Rate Derivatives: Zero rates, Bond pricing, Determining Zero rates, Forward rules, Forward rate agreements (FRA), Treasury bond & Treasury note futures, Interest rate derivative.</p>	

Topics for Flipped Classes: Treasury bond & Treasury note futures

Unit - V

5 Hours
Flipped Classes Content = 2 hours

Credit Risk and Value at Risk: Bond prices and the probability of default, Historical default experience, reducing exposure to Credit risk, Credit default swaps, Total return swaps, and Credit spread options, Collateralized debt obligation. Value at Risk (VAR) - Measure, Historical simulation, Model building approach, linear approach, Quadratic model, Monte Carlo simulation, stress testing and back testing.

Topics for Flipped Classes: Credit default swaps

Self Study Topics

Unit No.	Topic description
1	Difference between forwards and futures
2	Difference between options and futures
3	Significance of SWAP contracts
4	Types of interest rates
5	Meaning of Credit risk

Books

Text Books:	
1.	N. D. Vohra & B.R. Bagri, Futures and Options (2003), 2 nd edition, Tata MacGraw Hill Publishing
2.	John C. Hull, Options Futures and other derivatives, Pearson Education, 2 nd edition (2002)
3.	Rajiv Srivastava, Derivatives and risk Management, oxford university press 2010.
Reference Books:	
1.	Bishnupriya Mishra and Sathya Swaroop Debashish Financial Derivatives, 1st Ed, Excel Books
2.	Sundaram & Das Derivatives, Principles and Practice, 1st Ed, McGraw Hill
E-resources (NPTEL/SWAYAM.. Any Other)- mention links	
1.	
2.	

Course delivery methods

Assessment methods

1.	Black Board Teaching	1.	Internal Assessment Test
2.	Google Meet online classes	2.	Assignments
3.	Power Point Presentation	3.	Case study
4.	Videos and lectures	4.	Quizzes/ Projects
			Workshops
			Semester End Examination (SEE)

Course Outcome (COs)

At the end of the course, the student will be able to		Bloom's Level	POs	PSOs
1.	Valuation of the portfolios using futures and forwards and Apply strategies like hedging and arbitrage.	5	1,2&6	1,3
2.	Evaluate and determine option price.	4&5	2&4	3
3.	Apply option trading to manage risk of the portfolio or securities.	3	1&2	2
4.	Analyze the gain from entering into a swap agreement.	3&4	2&6	2
5.	Determine the bond price; find the zero rates and coupon rate on the bonds.	5	1,2,3	1

Program Outcome of this course (POs)

PO No.

1.	Apply knowledge of management theories and practices to solve business	1
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	problem	
2.	Foster analytical and critical thinking abilities for data based decision making.	2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	4
4	Ability to make use of relevant skills acquired during the programme for career advancement.	6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks are scored by 80% of the students.
2	60% of total marks are scored by 75% of the students
3	65% of the total marks are scored by 70% of students

	CO-PSO Mapping(planned)						
	PO1	PO2	PO4	PO6	PSO1	PSO2	PSO3
CO1	3	2		1	3		1
CO2		1	2				2
CO3	3	2				2	
CO4		2		3		2	
CO5	2	2	2		2		
	Mention the levels: 1, 2, 3						

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<ul style="list-style-type: none"> ➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50 					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass: 40
3.	<p>Question paper contains four parts.</p> <p>Part A contains three marks questions students have to answer five questions out of seven questions.</p> <p>Part B contains seven marks questions, students have to answer five questions out of seven questions.</p> <p>Part C contains ten marks questions, students have to answer three questions out of four questions.</p>

Part D contains twenty marks, this is compulsory to answer for all students.

International Financial Management (Theory)

Course Code	20MBAFM411	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives

1.	To Analyze the financial management in the international context
2.	To Analyze international economic and financial environment
3.	To Evaluate an exposure to foreign exchange exposure measurement and management techniques
4.	To Analyze financial management aspects of a MNC

Pre-requisites :Function and Structure of the Forex markets, Foreign exchange market participants

Unit – I

**Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours**

International financial Environment- The Importance, rewards & risk of international finance- Goals of MNC-International Business methods, International Monetary System: Evolution, Gold Standard, Bretton Woods system, International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, Factors affecting International Trade and capital flows, Agencies that facilitate International flows. BOP, Equilibrium & Disequilibrium. Trade deficits. Capital account convertibility. (problems on BOP)

Topics for Flipped Classes: Videos on International financial Environment

Unit – II

**Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours**

Foreign Exchange Market: Function and Structure of the Forex markets, Foreign exchange market participants, Types of transactions and Settlements Dates, Exchange rate quotations, Nominal, Real and Effective exchange rates and Determination of Exchange rates in Spot markets. Exchange rates determinations in Forward markets. Exchange rate Behavior-Cross Rates- Arbitrage profit in foreign exchange markets, Swift Mechanism. Interest Rate Parity, Purchasing Power Parity & International Fisher effects. Covered Interest Arbitrage

Topics for Flipped Classes: Videos on Foreign Exchange Market

Unit – III

**Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours**

Foreign Exchange exposure: - Management of Transaction exposure- Management of Translation exposure-Management of Economic exposure- Management of political Exposure- Management of Interest rate exposure

Topics for Flipped Classes: Videos on Foreign Exchange exposure

Unit – IV

**Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours**

International Capital Budgeting: Concept, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Adjusted Present Value Method

Topics for Flipped Classes: Videos on International Capital Budgeting

Unit – V	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
International Financial Markets and Instruments: - Foreign Portfolio Investment. International Bond & Equity market. GDR, ADR, Cross listing of shares Global registered shares. International Financial Instruments: Foreign Bonds & Eurobonds, Global Bonds. International Money Markets International Banking services – Forward Rate Agreements. Hedging against foreign exchange exposure – Forward Market- Futures Market- Options Market- Currency, Swaps-Interest Rate Swap (Only Theory, No Problems in this unit)	
Topics for Flipped Classes: Videos on International Financial Markets and Instruments	

Self Study Topics	
Unit No.	Topic description
1	International Monetary System: Evolution, Gold Standard, Bretton Woods System
2	Function and Structure of the Forex markets, Foreign exchange market participants
3	Country Risk Analysis
4	Theory of Capital Budgeting Concepts
5	Various types of Bonds

Books	
Text Books:	
1.	Eun and Resnick. International Finance Management. Tata McGrawHill. 4/e
2.	Jeff Madura. International Corporate Finance. Cengage Learning. 10/e(2012)
3.	MadhuVij . (2010) International Financial Management. Excel Books
4.	Jain, Peyrard&Yadav. (2010) International Financial Management. Tata Macmillan
Reference Books:	
1.	Apte P. G. (2011) International Financial Management. 6/e, Tata McGrawHill
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://www.khanacademy.org/economics-finance-domain/ap-macroeconomics/ap-open-economy-international-trade-and-finance
2.	https://nptel.ac.in/courses/110105121/

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
4.		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination

Course Outcome (COs)				
At the end of the course, the student will be able to		Bloom's Level	PO's	PSO's
1.	Students will be able to Analyze international financial environment	5	1,2,4,5	1
2.	Students will be able to demonstrate skills to determine the foreign exchange rates and Risk	5	1,2,4,5	2
3.	Students will be able to demonstrate skill to describe the foreign exchange exposure	5	1,2,4,5	1

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business.	1
2.	Foster analytical and critical thinking abilities for data-based decision making	2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical	4

	aspects of business	
4.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team.	5
5.	Ability to make use of relevant skills acquired during the programme for career advancement	6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	30 % of the total marks is scored by 30% of the students.
2	30 % of the total marks is scored by 40% of the students.
3	40 % of the total marks is scored by 30% of the students.

CO-PO Mapping (planned)						CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	X	X		X	X		X		
CO2	X	X		X	X	X		X	
CO3	X	X		X	X		X		
CO4	X	X		X	X			X	X
Mention the levels: 1, 2, 3									

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50

Writing two IA test is compulsory.
 Minimum marks required to qualify for SEE : 20 out of 50

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	Question paper contains four parts. <ul style="list-style-type: none"> Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four

questions.

- Part D contains twenty marks, this is compulsory to answer for all student

Project Appraisal and Finance (Theory)

Course Code	20MBAFM412	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives

1.	To screen and assess project ideas.
2.	To plan, appraise and evaluate implementation of a project
3.	To assess financial and social risk concerned with project Implementation.
4.	To understand various aspects of project management

Pre-requisites :Students are required to have knowledge about finance and accounting

Unit – I	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Planning and Analysis Overview- Capital budgeting concepts, objectives and Phases, levels of decision making, Resource Allocation Framework: Key criteria for allocation of resource – elementary investment strategies. Generation and screening of project ideas: Generation of ideas – monitoring the environment – regulatory framework for projects corporate appraisal – preliminary screening – project rating index (Theory).	
Topics for Flipped Classes: Videos on Introduction to Capital budgeting	

Unit – II	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Market and demand analysis, Technical analysis (steps to be discussed in detail). Financial Analysis: Estimation of cost of project and means of financing – estimates of sales and production – cost of production – working capital requirement and its financing – estimates of working results – breakeven points – projected cash flow statement – projected balance sheet. Project cash flows: Appraisal criteria: Net Present Value – benefit cost ratio –internal rate of returns urgency – payback period – accounting rate of returns– investment appraisal in practice. (Theory & Problems).	
Topics for Flipped Classes: Videos on Financial Analysis	

Unit – III	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Types and measure of risk – simple estimation of risk – sensitivity analysis – scenario analysis – Monte Carlo simulation – Decision tree analysis –selection of projects under risk – risk analysis in practice.	
Topics for Flipped Classes: Videos on sensitivity analysis	

Unit – IV	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Social Cost Benefit Analysis (SCBA):Rationale for SCBA – UNIDO approach to SCBA – Little and Mirle approach to SCBA. Multiple projects and constraints: Constraints – methods of ranking – mathematical programming approach – linear programming model – Qualitative Analysis: Qualitative factors in capital budgeting – strategic aspects – strategic planning and financial analysis – informational asymmetry and capital budgeting – organizational considerations. (Theory & Problems).	
Topics for Flipped Classes: Videos on Social Cost Benefit Analysis	

Unit – V	Contact Hours = 8 Hours
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Flipped Classes Content = 2 Hours
Forms of project organization – project planning –project control – human aspects of project management – prerequisites for successful project implementation. Introduction, network construction - rules, Fulkerson’s rule for numbering the events, Critical path method to find the expected completion time of a project, floats; PERT for finding expected duration of an activity and project, determining the probability of completing a project, predicting the completion time of project;
Topics for Flipped Classes: Videos on PERT and CPM

Self Study Topics	
Unit No.	Topic description
1	Capital Budgeting concept
2	Demand Forecasting techniques
3	Cashflow Management
4	Social Cost Benefit Analysis
5	Application of PERT & CPM

Books	
Text Books:	
1.	Prasanna Chandra, Project Planning: Analysis, Selection, Implementation and Review ,Tata McGraw Hill, 2011.
2.	Narendra Singh, Project Management and Control, 2/e, HPH, 2003. Bhavesh M. Patel Project Management, 2/e, Vikas Publication.
Reference Books:	
1.	Nicholas, John, Project Management for Business and Technology: Principles and Practice, .2/e, Pearson.
2.	Gray& Larson, Project Management: The Managerial Process TMH, 2011.
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	
2.	

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
4.		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination

Course Outcome (COs)				
Outcomes usually follow the format: “At the end of the course, students will be able to ‘insert action verb here + insert knowledge, skills, or attitudes the student is expected to develop’](Highlight the action verb representing the Bloom’s level.)				
At the end of the course, the student will be able to		Bloom’s Level	PO’s	PSO’s
1.	Appraise the process of project planning	5	1,2,4,5	1
2.	Apply Financial and technical analysis in project planning	3	1,2,4,5	2
3.	Analyze the risk of the project	4	1,2,4,5	1
4.	Appraise the issue of social cost benefit analysis	5	1,2,4,5	1,3
5.	Evaluate the project time and apply techniques to reduce the completiontime	5	1,2,4,5	2

Program Outcome of this course (POs)			PO No.
1.	Apply knowledge of management theories and practices to solve business.		1
2.	Foster analytical and critical thinking abilities for data-based decision making		2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business		4

4.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team.	5
5.	Ability to make use of relevant skills acquired during the programme for career advancement	6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	30 % of the total marks is scored by 30% of the students.
2	30 % of the total marks is scored by 40% of the students.
3	40 % of the total marks is scored by 30% of the students.

CO-PO Mapping (planned)						CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	X	X		X	X		X		
CO2	X	X		X	X	X		X	
CO3	X	X		X	X		X		
CO4	X	X		X	X			X	X
Mention the levels: 1, 2, 3									

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<input type="checkbox"/> Writing two IA test is compulsory. <input type="checkbox"/> Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains four parts.</p> <ul style="list-style-type: none"> Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions.

- Part D contains twenty marks, this is compulsory to answer for all student

Risk Management and Insurance(Theory)

Course Code	18MBAFM413	Credits L-T-P	4- 0- 0
Course type	BS/ES/PC/PE/OE/HS	Total credits	4
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	L = 40 Hrs; T = 0 Hrs;P = Hrs Total = 40Hrs	SEE Marks	50 marks

Course learning objectives

1.	The course helps students to develop a thorough, critical understanding of the basic concepts of Risk Management and Risk Management Techniques
2.	To make students understand the concept of Risk Measurement and evaluation of Risk measurement.
3.	The course helps students to get familiarize with the regulations of Insurance Industry and Reforms in Indian Insurance Sector.
4.	Overall, students understand the provisions and Classifications of life insurance and General Insurance and Insurance premium calculations.
5.	The course helps students to understand the Management of Insurance Companies Functions and Organization of Insurers, Underwriting, Claims Management, Insurance pricing and Insurance management.

Pre-requisites: Students needs to be aware of the fundamentals of Insurance and Risk Management.

Unit - I

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Introduction to Introduction to Risk Management:

Risk and Uncertainty-Types of Risk, Sources of Risk-Methods of handling Risk-Degree of Risk.

Risk Management: Risk Management Process-Identification Loss Exposures-Analyzing Loss Exposures-Objectives of Risk Management-Select the Appropriate Risk Management Technique-Implement and Monitor the Risk Management Program-Risk Management by Individuals and Corporations-Risk Management Objectives-Need for a Rationale for Risk Management in Organizations- Understanding the cost of Risk-Individual Risk Management.

Risk Identification-Business Risk Exposures-Individual Exposures-Exposures of Physical Assets - Exposures of Financial Assets -Exposures of Human Assets -Exposures to Legal Liability - Exposure to Work-Related Injury.

Topics for Flipped Classes: Business Risk Exposures-Individual Exposures-Exposures of Physical Assets -Exposures of Financial Assets -Exposures of Human Assets -Exposures to Legal Liability - Exposure to Work-Related Injury.

Unit - II

Contact Hours = 6 Hours
Flipped Classes Content = 2 Hours

Risk Measurement:

Risk Measurement-Evaluating the Frequency and Severity of Losses-Risk Control-Risk Financing Techniques-Risk Management Decision Methods-Pooling Arrangements and Diversification of Risk.

Advanced Issues in Risk Management: The Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting-Financial Analysis in Risk Management --Decision Making- Other Risk Management Tools.

Topics for Flipped Classes:The Changing Scope of Risk Management-Insurance Market Dynamics-Loss Forecasting, Decision making and risk management tools.

Unit - III	Contact Hours = 6 Hours Flipped Classes Content = 2 Hours
<p>Introduction to Insurance: Definition and Basic Characteristics of Insurance-Requirements of an Insurable Risk-Adverse Selection and Insurance-Insurance vs. Gambling Insurance vs. Hedging- Types of Insurance-Essentials of Insurance Contracts. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India-Liberalization of Insurance Markets-Major players of Insurance. Regulation of Insurance- Insurance Act 1938- eligibility-Registration and Capital requirement- Investment of assets-Approved Investments-Licensing of insurance agents- IRDA-Duties and powers of IRDA-IRDA Act 1999-IRDA regulations for general insurance-reinsurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholder's interest.</p>	
<p>Topics for Flipped Classes:IRDA-Duties and powers of IRDA-IRDA Act 1999-IRDA regulations for general insurance-reinsurance, life insurance, micro insurance, licensing of insurance agents, registration of insurance companies and protection of policyholder's interest.</p>	

Unit - IV	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
<p>Life Insurance & General Insurance: D) Basics of Life Insurance-Growth of Actuarial Science-Features of Life Insurance-Life Insurance Contract-Life Insurance Documents-Insurance Premium Calculations. I) Life Insurance Classification-Classification on the Basis –Duration-Premium Payment- Number of Persons Assured-Payment of Policy Amount-Money Back Policies-Unit Linked Plans. Annuities-Need of Annuity Contracts, Annuity V/s Life Insurance, Classification of Annuities. II)General Insurance-Laws Related to General Insurance-General Insurance Contract-General Insurance Corporation (GIC)-Performance Private and Public General insurance companies. Health Insurance-Individual Medical Expense Insurance – Long Term Care Coverage – Disability Income Insurance – Medi-claim Policy – Group Medi-claim Policy – Personal Accident Policy – Child Welfare Policy-Employee Group Insurance – Features of Group Health Insurance – Group Availability Plan. Fire Insurance-Essentials of Fire Insurance Contracts, Types of Fire Insurance Policies, Fire Insurance Coverage. Marine Insurance-Types of Marine Insurance– Marine Insurance Policies –Marine Risks-Clauses in Marine Policy. Motor Vehicles Insurance-Need for Motor Insurance, Types of Motor Insurance, Factors to be considered for Premium Fixing.</p>	
<p>Topics for Flipped Classes: Features of Life Insurance-Life Insurance Contract-Life Insurance Documents, Types of general and life insurance and its terms and conditions.</p>	

Unit - V	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
<p>Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance. Insurance Pricing-Insurance Cost and Fair Premiums, Expected Claim Costs, Investment Income and the timing of claims Payments, Administrative Costs, Profit Loading, Capital Shocks and Underwriting Cycles, Price Regulation. Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance.</p>	
<p>Topics for Flipped Classes:Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in nonlife Insurance.</p>	

Self-Study Topics

Unit No.	Topic description
1.	Identify the objectives of Risk management, Meaning of Uncertainty
2.	Identify the Issues in Risk Management, Studying the changing scope of Risk Management
3.	Identify the major players in Insurance Sector, To Know the various Insurance policies available in market.
4.	Features of Life Insurance, Life insurance documents to be studied, Performance of Private and public general insurance companies
5.	To know the process of Claims Management of GIC and LIC .

Books	
Text Books:	
1.	P.K. Gupta, Insurance and Risk Management, Himalaya Publishing House, (2010)
2.	P. Periasamy, Principles and Practice of Insurance, Himalaya Publishing House, (2009)
3.	Principles of Risk Management and Insurance, George E Rejda, (2009), Twelfth Edition, Pearson, New Delhi.
4.	Risk Management and Insurance, Scott E. Harrington, Gregory R Niehaus, (2007), Second Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
Reference Books:	
1.	Risk Management and Insurance, C. Arthur Williams, Jr. Peter Young, Michael Smith, (2007), Eighth Edition, Tata McGraw Hill Publishing Company Limited, New Delhi.
2.	Risk Management and Insurance, James Trieschmann, Obert Hoyt, David Sommer, (2008), Twelfth Edition, Cengage Learning, New Delhi.
3.	Risk management and Insurance: New Perspective in a Global Economy”, Harold D. Skipper, W. Jean Kwon, (2008), First Edition, Wiley India, New Delhi.
4.	Fundamentals of Risk and Insurance, Emmett J. Vaughan, Therese Vaughan, (2007), First Edition, Wiley India, New Delhi.
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	Risk Management in Banking and Financial Markets, https://www.edx.org/professional-certificate/iimbx-risk-management-in-banking-and-financial-markets

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
4.	Seminar	4.	Quizzes
		5.	Workshops
		6.	Semester End Examinations

Course Outcome (COs)				
At the end of the course, the student will be able to		Learning Level	PO'S	PSO'S
1.	Identify and describe the nature of various types of risk	2	1,3	1
2.	Identify and assess the process of identifying and measuring the risk	3	2,4	3
3.	Analyze the issues in risk management.	3	1	2
4.	Identify the regulations of Insurance contract	2	1	1
5.	Analyze and evaluate the Investment Income and the timing of claims Payments	5	1	3

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problem	1
2.	Foster analytical and critical thinking abilities for data-based decision making	2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.	3
4.	Ability to lead themselves and others in the achievement of organizational goals,	4

	contributing effectively to a team.	
5	Ability to make use of relevant skills acquired during the programme for career advancement.	5
6	Ability to acquire entrepreneurial competencies to create value for the society.	6

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks is scored by 85% of the students.
2	60% of the total marks are scored by 80% of the students
3	65% of the total marks scored by 70% of the students

CO-PO Mapping (planned)						CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PO5	PO6	PSO1	PSO2	PSO3
CO1	3		1				1		
CO2		1		1		1			2
CO3			3		3			1	
CO4				1			2		
CO5	1					3			1
Mention the levels: 1, 2, 3									

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to	50
<p>➤ Writing two IA test is compulsory.</p> <p>➤ Minimum marks required to qualify for SEE : 20 out of 50</p>					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains four parts.</p> <ul style="list-style-type: none"> Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all student

International Human Resource Management (Theory)

Course Code	20MBAHR414	Credits L-T-P	3- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	4- 0- 0	CIE Marks	50 marks
Total Hours:	L = 40Hrs; T = 00Hrs; P = 00 Hrs Total = 400 Hrs	SEE Marks	50 marks

Course learning objectives

1.	The course is designed to develop both general and HR managers to act in a highly complex and dynamic international work environment. Focus is on identifying the influence of local economic, legal, and culture on IHRM. .
2.	The central aim of this course is to develop the student capacity to understand and analyze HR management challenges that the multi-national case organization faces with regard to managing people efficiently and effectively and to explore innovative options how to deal with these challenges.
3.	To survey the functional aspects of IHRM
4.	To identify and discuss tools an IHR manager may use in the global marketplace.

Pre-requisites: The student should have basic knowledge about human resource management and international business.

Unit - I

08 Hours

IHRM and International Operations: Basic IHRM concepts - Differences between IHRM and HRM - The organizational context of IHRM

Topics for Flipped Classes: Models of IHRM.

Unit - II

08 Hours

International Talent Management Cycle: Recruiting and selecting for international assignments - Staffing international operations - International training and development - Repatriation process.

Topics for Flipped Classes: Career issues on repatriation

Unit - III

08 Hours

International Compensation and Performance Management: Components of an international compensation - Approaches to international compensation.

Expatriate adjustment & performance - International assignee role conception & identification Performance management

Topics for Flipped Classes: Expatriates and the Performance Management System

Unit - IV

08 Hours

Strategic IHRM and Trends : Strategic view of IHRM – Exploiting Global integration - Becoming locally responsive - Social capital and expatriate networks in MNCs - IHRM in cross-border alliances and SMEs

Topics for Flipped Classes: Managing Cultural Diversity

Unit - V

08 Hours

International Labour law and HR Practices: International Labour Law, HR practices in MNC's - HR Practices and Industrial relations different countries like India, China, Japan,

Europe, US, UK and Russia.

Topics for Flipped Classes: Future HRM issues for China due to its ongoing economic reforms

Self Study Topics	
Unit No.	Topic description
1	Strategic Models of IHRM
2	Knowledge Transfer Within A Multinational Company
3	ROI of expatriate assignments
4	Ethical issues in IHRM
5	Role of ILO

Books	
Text Books:	
1.	P. Dowling, M. Festing, A.D. Engle, International Human Resource Management, Thomson South-Western, 5th ed, 2009.
2.	Monir H. Tayeb, International Human Resource Management, Oxford University Press. 2005.
Reference Books:	
1.	P. Evans, V. Pucik, and I. Bjorkman, "The Global Challenge. International Human Resource Management", McGraw-Hill, 2nd ed., 2011.
2.	Anne-wil Harzing, Joris Van Ruysseveldt, International Human Resource Management. SAGE, 2011.
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://www.coursera.org/learn/international-business-culture
2.	

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination (SEE)

Course Outcome (COs)				
Outcomes usually follow the format: "At the end of the course, students will be able to ' <i>insert action verb here + insert knowledge, skills, or attitudes the student is expected to develop</i> ' (Highlight the action verb representing the Bloom's level.)				
At the end of the course, the student will be able to		Bloom's Level	PO(s)	PSO(s)
1.	Examine the cultural consequences and devise strategies in managing international human resource.	4	2	3
2.	Make use of appropriate staffing approach for hiring international employees.	3	3	2
3.	Examine strategic approach to manage IHRM in MNC's. Demonstrate understanding of HR practices and IR in MNC's and different countries to successfully manage expatriates.	4	3	3
4.	Evaluate expatriate performance.	5	2	2
5.	Design effective expatriate compensation for attracting international employees.	6	2	2

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business	1

	problems.	
2.	Foster analytical and critical thinking abilities for data based decision making.	2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.	4
4.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.	5

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	Low (L): If 50% of marks is scored by 85% of the students.
2	Medium (M): If 60% of marks is scored by 65% of the students.
3	High (H): If 75% of marks is scored by 50% of the students.

CO-PO Mapping (planned)				CO-PSO Mapping(planned)			
	PO1	PO2	PO4	PO5	PSO1	PSO2	PSO3
CO1	2			3	3		
CO2		3				2	
CO3			3				3
CO4		2			2		
CO5		2				2	
Mention the levels: 1, 2, 3							

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
> Writing two IA test is compulsory. > Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	Question paper contains four parts. <ul style="list-style-type: none"> • Part A contains three marks questions students have to answer five questions out of seven questions. • Part B contains seven marks questions, students have to answer five questions out of seven questions. • Part C contains ten marks questions, students have to answer three questions out of four

questions.

- Part D contains twenty marks, this is compulsory to answer for all student

Training & Development (Theory)

Course Code	20MBAHR415	Credits L-T-P	3- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	4- 0- 0	CIE Marks	50 marks
Total Hours:	L = 40Hrs; T = 00Hrs; P = 00 Hrs Total = 400 Hrs	SEE Marks	50 marks

Course learning objectives

1.	The objective of this course is to provide an in-depth understanding to various stages in a training process
2.	To understand the catalytic role of training and development in the effective functioning of an organization.
3.	The will facilitate the students to learn some of the tools and techniques of training process.

Pre-requisites: The student should have basic knowledge about human resource management and training and development.

Unit - I

08 Hours

Introduction to Employee learning and Development: Meaning and significance, The Forces Influencing Working and Learning, classification of learning capabilities, learning Theories, Pedagogy and Andragogy, The Learning Cycle. Training and Learning: Relationship, Work Environment, Characteristics influencing transfer of training, organizational environments encouraging transfer.

Topics for Flipped Classes: Transfer of training

Unit - II

08 Hours

Training Needs Analysis Meaning and significance of training needs types of needs, components of needs, data collection, analysis and interpretation.

Training Design & Development: Meaning and significance of training design and development, principles of training design, design process, identifying the training objectives, determining structure, content, duration, method, learning activities.

Topics for Flipped Classes: Six Component Model of need analysis

Unit - III

08 Hours

Training implementation: Meaning and significance of implementation, making or buying decision, implementation process for making and buying decisions,

Training Methods: Skills of effective trainer, Presentation Methods, Hands-on Methods, and Group Building Methods, Choosing Training methods. Technology-Based training methods, Out-bound training method.

Topics for Flipped Classes: Learning Management Systems

Unit - IV

08 Hours

Training Evaluation: Meaning, Reasons for Evaluating Training, Evaluation Process, and Outcomes used in evaluation of training programs, Donald Kirkpatrick's Evaluation Model, Evaluation Designs, Data collection for training evaluation, Determining Return on investment in Training, Measuring Human Capital and Training Activity.

Topics for Flipped Classes: Determining Return on investment in Training

Unit - V	08 Hours
Future of Training & Development: Use of New Technologies for Training Delivery and Instruction, Speed in Design, Focus on Content, and Use of Multiple Delivery Methods, Use of Just-In-Time Learning and Performance Support and Social Learning, Use of Stakeholder-Focused Learning, Training Partnerships, and Outsourcing Training, Implications of Future Trends for Trainers’, Skills and Competencies	
Topics for Flipped Classes: Future Trends for Trainers	

Self Study Topics	
Unit No.	Topic description
1	Strategic Training
2	Models of Training Need Analysis
3	Platforms for Training Implementation
4	Evaluation Practices in different organizations
5	Special Challenges in Career Management

Books	
Text Books:	
1.	Noe A Raymond, Employee Training & Development, McGraw Hill Publication, 2nd ed., 2011.
2.	P Nick and Blanchard, Effective Training, Pearson Education/PHI, 2nd ed, 2005.
3.	Dr. B. Janakiraman, Training & Development, Biztantra/Wiley Dreamtech, 2005.
Reference Books:	
1.	G Pandu Naik, Training & Development. Excel Books, 1 st ed., 2009
2.	Gupta B.L, Management Training and Development, Vrinda Publications, 1st ed., 2011.
3.	Ratan Reddy, Effective HR Training Development Strategy, Himalaya Publishing House, 2005.
4.	Rolf Lynton & Udai Pareek., Training for development, Sage Publications, 2011.
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://www.coursera.org/learn/learning-knowledge-human-development#syllabus
2.	

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination (SEE)

Course Outcome (COs)				
Outcomes usually follow the format: “At the end of the course, students will be able to‘ <i>insert action verb here + insert knowledge, skills, or attitudes the student is expected to develop</i> ’](Highlight the action verb representing the Bloom’s level.)				
At the end of the course, the student will be able to		Bloom’s Level	PO(s)	PSO(s)
1.	Apply learning theories in designing effective training programs	3	3	2
2.	Make use of training need analysis process to analyze the training needs of employees.	3	2	2
3.	Make use of appropriate training methods for effective delivery of training content during the training program.	6	3	3
4.	Evaluate the effectiveness of training programs and calculate the ROI	5	2	2
5.	Develop multiple career options by choosing appropriate training and development programs for enhancing their competencies.	6	2	3

Program Outcome of this course (POs)	PO No.
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1.	Apply knowledge of management theories and practices to solve business problems.	1
2.	Foster analytical and critical thinking abilities for data based decision making.	2
3.	Ability to make use of relevant skills acquired during the programme for career advancement.	3

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	Low (L): If 50% of marks is scored by 85% of the students.
2	Medium (M): If 60% of marks is scored by 65% of the students.
3	High (H): If 75% of marks is scored by 50% of the students.

CO-PO Mapping (planned)			CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PSO1	PSO2	PSO3
CO1	3			2		
CO2		2			2	
CO3			3		3	
CO4		2			2	
CO5			2			3
Mention the levels: 1, 2, 3						

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	Question paper contains four parts. <ul style="list-style-type: none"> • Part A contains three marks questions students have to answer five questions out of seven questions. • Part B contains seven marks questions, students have to answer five questions out of seven questions. • Part C contains ten marks questions, students have to answer three questions out of four questions. • Part D contains twenty marks, this is compulsory to answer for all student

Recruitment and Selection (Theory)

Course Code	20MBAHR416	Credits L-T-P	3- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	Lecture = 40 Hrs; Tutorial = 0 Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives

1.	To teach and appraise on role of recruitment and selection in the organizations
2.	To appraise students on importance of methods of recruitment and selection
3.	To provide information on changing trends in employee hiring
4.	To appraise students with regards to influence of skill gap on recruitment and selection

Pre-requisites: Students should refresh recruitment and selection concepts studied in the second semester subject human resource management

Unit - I

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Strategic Human Resources Management, Human Resource Planning, Factors affecting HRP, Process of HRP. Employee Forecasting – Trend analysis, Ratio Analysis, Scatter Plot, Computerized Forecasting, Delphi Method, Manager Judgment, Supply forecasting. Barriers, requisites to successful HRP.

Topics for Flipped Classes:

Human Resource Planning, Factors affecting HRP, Process of HRP

Unit - II

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Impact of behavioral factors on job analysis. Role Analysis, Role Clarity, Role Mapping. Job Description – Contents, Writing Job Description, and Job Specification, and Job Enrichment, enlargement. Competency approach to job analysis. Job analysis in a “jobless world”. Problems with job description. Meaning & Importance of Job Evaluation.

Topics for Flipped Classes:

Job Description – Contents, Writing Job Description, and Job Specification, and Job Enrichment

Unit - III

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Recruitment Strategy, Sources of Recruitment, Internal and External Source, Modern Techniques of Recruitment, HR Chatbots, Sources- Internet Based, Placement Agencies. Selection - Meaning, Essentials of Selection Procedure, Selection Hurdles, Selection Procedure - Application Blank; Employment Tests- Utility and Validity. Employment Interviews- Principles and Techniques, Medical Text, Reference Check Appointment- Terms and conditions. Recruitment and selection in a “de- jobbed world”.

Topics for Flipped Classes:

Sources of Recruitment, Internal and External Source, Modern Techniques of Recruitment, HR Chatbots,

Unit - IV	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Reference checking & Appointment orders: meaning, definition and purpose. Verification of character, criminal antecedents, previous work behavior and education qualifications. Verification of community certificates in public sector companies Meaning, definition, and purpose. Statutory requirements of appointment letter method of delivery and retrieving the acknowledgement copy. Medical Examination & acceptance of offer for joining.	
Topics for Flipped Classes: Reference checking & Appointment orders, Medical Examination & acceptance of offer for joining	

Unit - V	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Induction Programme –Steps, Contents of orientation programs. Strategic choices of orientation-formal or informal, individual or collective, serial or disjunctive Investiture or Disinvestiture, Requisites of effective programme Problems of orientation. Analysis of effectiveness of recruitment & selection system.	
Topics for Flipped Classes: Induction Programme –Steps, Contents of orientation programs, Problems of orientation	

Self-Study Topics	
Unit No.	Topic description
1	Self-learning topics: Capital Land Ltd: CEO Selection – Harvard Publishing
2	Self-learning topics: Anjali Bank – IIM A Case Study, Collect and study various Job Descriptions posted by Companies in their website
3	Self-learning topics: Tata Motors ‘ Talent Management Fast Track Selection Scheme: The Road Ahead, Ivey Publishing
4	Self-learning topics:naukri.com – IIM A Case Study
5	Self-learning topics: Regal Workshops – IIM A Case Study

Books	
Text Books:	
1.	Arthur Diane (2010).Recruiting, Interviewing,Selecting and Orienting New Employee, , JICO 5/e,
2.	K Ashwatappa, (2013). Human Resource Management – Text And Cases — Tata McGraw Hill 7/E
Reference Books:	
1.	Cynthia Fisher, James B. Shaw Lyle F Scheoenfeldt, (2013).Human Resource Management – Prentice India
2.	Gatewood, Field & Barrick, (2008), Human Resource Selection, India Edition, South Western, Cengage Learning,
E-resources (NPTEL/SWAYAM. Any Other)- mention links	
1.	Edx – Essential Career Skills for Investment Banking and Finance https://www.edx.org/course/essential-career-skills-for-investment-banking-and- finance-2
2.	Edx- Introduction to Inclusive Talent Acquisition https://www.edx.org/course/introduction-inclusive-talent-acquisition-4

Course delivery methods	Assessment methods
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1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
4.	Case Based Teaching	4.	Quizzes
		5.	Workshops
		6.	Semester End Examination (SEE)

Course Outcome (COs)

Outcomes usually follow the format: “At the end of the course, students will be able to ‘insert action verb here + insert knowledge, skills, or attitudes the student is expected to develop’”(Highlight the **action verb** representing the Bloom’s level.)

At the end of the course, the student will be able to		Bloom’s Level	POs	PSos
1.	Students would be able to integrate models of recruitment and selection	L4	1,2,3,6,7	1,2,3
2.	Students would be able to select methods of recruitment and selection in the organization	L4	1,2,3,4,7	1,2,3
3.	Students would be able to judging between effective and ineffective methods of recruitment and selection	L5	1,2,3,4,7	1,2,3
4.	Students would be able to plan and evaluate effectiveness of recruitment and selection in the organizations	L5	1,2,5,6	1
5	Design & develop recruitment strategy	L6	1,2,3,4,6,7	1,2,3

Program Outcome of this course (POs)

		PO No.
1.	Apply knowledge of management theories and practices to solve business problems	PO1
2.	Foster analytical and critical thinking abilities for data based decision making.	PO2
3.	Ability to develop value based leadership ability.	PO3
4	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	PO4
5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	PO5
6	Ability to make use of relevant skills acquired during the programme for career advancement	PO6
7	Ability to acquire entrepreneurial competencies to create value for the society at large	PO7

Program Specific Outcome of this course (PSOs)

		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks is scored by 60% of the students.
2	40% Marks in projects

CO-PO Mapping (planned)							CO-PSO Mapping(planned)			
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1			2	1	3	2	1
CO2	1	3	2	1	2			1	3	2
CO3	1	2	3	2			1	1	2	3
CO4	2	1			3	1	2		1	
CO5	1	2	1	3		3	3	2	1	2
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<p>➤ Writing two IA test is compulsory.</p> <p>➤ Minimum marks required to qualify for SEE : 20 out of 50</p>					

Self-Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	<p>Question paper contains four parts.</p> <ul style="list-style-type: none"> • Part A contains three marks questions students have to answer five questions out of seven questions. • Part B contains seven marks questions, students have to answer five questions out of seven questions. • Part C contains ten marks questions, students have to answer three questions out of four questions. <p>Part D contains twenty marks, this is compulsory to answer for all student</p>

ORGANIZATIONAL DEVELOPMENT

Course Code	20MBAHR417	Credits L-T-P	3 – 0 – 0
Course type	PE	Total credits	3
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	Lecture = 40Hrs; Tutorial =0Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning Objectives	
1.	To teach and appraise on role of organizational development in the organizations
2.	To understand the bases pertaining to foundations of Organizational Development
3.	To appraise students on importance of interventions of organizations development
4.	To acquaint the students with implications of Organizational Development

Pre-requisites: Students should refresh organizational behavioral concepts studied in the second semester

Unit - I	4 Hours Flipped Classes Content = 2 Hours
Introduction -Field of Organization Development and definitions, history of organization development. Values, assumptions and Beliefs in Organizational Development. <i>Self-learning topics: Maharogi Sewa Samiti: Baba Amte's Ashram – IIM A Case</i>	
<i>Topics for Flipped Classes: History of Organization Development</i>	

Unit - II	10 Hours Flipped Classes Content = 2 Hours
Foundations of Organization Development- Models and Theory of Planned Change, Systems Theory, Participation and Empowerment, Teams and Team work, normative re-educative Strategy, Applied Behavioral Science, Parallel Learning Structures, OD Process <i>Self-learning topics: Hindustan Petroleum Corporation Limited– IIM A Case</i>	
<i>Topics for Flipped Classes: Team and Team work related concepts</i>	

Unit - III	10 Hours Flipped Classes Content = 2 Hours
Interventions 1 – Overview, Individual Interventions, Team and interpersonal interventions and techniques, Third-Party Peacemaking Interventions <i>Self-learning topics: Voltas Limited (H): Human Resources Development – IIM A Case</i>	
<i>Topics for Flipped Classes: Third-Party Interventions related concepts</i>	

Unit - IV	8 Hours Flipped Classes Content = 2 Hours
Intervention 2 -Structural and Comprehensive Interventions and the Applicability of OD, Consultant-Client Relationships. <i>Self-learning topics: Balancing Engagement and Innovation at Bharat Petroleum– Harvard Business Publication</i>	

Topics for Flipped Classes: Consultant-Client Relationships issues in practical scenario

Unit - V	8 Hours Flipped Classes Content = 2 Hours
Implications of OD: System Ramifications, Power, Politics, and Organization Development, Research on Organization Development. The Future and Organization Development.	
Self-learning topics: Implementing Fortis Operating System – Harvard Business Publication	
Topics for Flipped Classes: Research on Organization Development	

Books	
	Text Books:
1.	Wendell L. French and Cecil H. Bell, Organization Development: Behavioral Science Interventions for Organization Improvement, 5th Edition, Pearson Publication, New Delhi
2.	Cummings, T. G. & Worley, C. G. (2009). Organization development and change (9th edition). Canada: South-Western Cengage Learning
	Reference Books:
1.	Newstrom, J. W., Organizational Behavior : Human Behavior at Work, 12 th Ed McGraw Hill Education.
2.	Nelson, P. K. Organizational Behavior, 7 th Ed, South Western

Course delivery methods		Assessment methods	
1.	Lecture	1.	Internal Test
2.	Case Studies	2.	Case studies
3.	Problem Solving	3.	Assignments
4.	Video Documentaries	4.	Project

Course Outcome (COs)				
At the end of the course, the student will be able to		Bloom's Level	PO(s)	PSO(s)
1.	Understand the basics of Organizational Development and Apply the concepts for organization growth	L2/L3	1	1
2.	Students would be able to outline models of organizational development	L4	2	2
3.	Students would be able to integrate methods of organizational development through Interventions	L4	3	2
4.	Develop strategies to enhance client consultant relationship	L6	4,5	3
5	Analyze and Evaluate implications of Organizational Development	L4/L5	6,7	3

Program Outcomes(POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problems	PO1
2.	Foster analytical and critical thinking abilities for data based decision making.	PO2
3.	Ability to develop value based leadership ability.	PO3
4	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	PO4

5	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	PO5
6	Ability to make use of relevant skills acquired during the programme for career advancement	PO6
7	Ability to acquire entrepreneurial competencies to create value for the society at large	PO7

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices	
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks are scored by 75% of the students. (It is example)
2	60 % of the total marks are scored by 70% of the students.
3	80 % of the total marks are scored by 65% of the students.

CO-PO Mapping (planned)								CO-PSO Mapping(planned)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1			2	3	1		2		2	
CO2	3	2						2		
CO3	2		2			2	1		2	
CO4			2	3		2		2		
CO5	2	2		2	2	2	2		2	
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<p>➤ Writing two IA test is compulsory.</p> <p>➤ Minimum marks required to qualify for SEE : 20 out of 50</p> <p>➤ Total IA marks of 100 will be reduced to 50 marks</p> <p>Total IA marks of 100 will be reduced to 50 marks</p>					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	Question paper contains four parts. <ul style="list-style-type: none">• Part A contains three marks questions students have to answer five questions out of seven questions.• Part B contains seven marks questions, students have to answer five questions out of seven questions.• Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all student

Change and Knowledge Management

Course Code	18MBAHR418	Credits L-T-P	3- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	L = 40 Hrs; Tutorial = 00 Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives	
1.	Developing an understanding of the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance.
2.	Developing a basic understanding and fundamental knowledge of the models and theories of change management.
3.	Acquainting the understanding and knowledge of various strategies to facilitate change in the organizational context through leadership and shared vision
4.	Apprising the understanding of Knowledge and the concept of Knowledge management and models of knowledge management.
5.	Appreciate the role and use of knowledge Management in organizations and institutions, emerging trends and challenges that the New Knowledge Management aims to overcome

Pre-requisites : Student needs to be aware of basic understanding of Change and Knowledge Management

Unit – I	Contact Hours: 06Hours Flipped Class Content: 2 Hours
<p>Understanding Change: Nature of change, Forces of change, Types of change, Models of change - Lewis's Force field, Systems Model, Action research model, organizational vision and strategic planning.</p> <p>Communicating Change: Need for Communicating Change, Factors Involved in Communicating Change, Methods and Techniques for Communicating Change, Role of Top Management in Communicating Change</p> <p>Flipped Class Content: Role of Top Management in Communicating Change.</p>	

Unit – II	Contact Hours: 06 Hours Flipped Class Content: 2 Hours
<p>Process of Change Management: Change Management Process, Phases of the Change Management Process, Change Management Process Control</p> <p>Resistance to change: Concept of Resistance to Change, Forms of Resistance, Reactions to Change, systematic approach to making change- factors for effective change, skills of leaders in change management, designing the change, Overcoming the Resistance to Change, Techniques to Overcome Resistance.</p> <p>Flipped Class Content: Overcoming Resistance to Change and Techniques to Overcome Resistance</p>	

Unit – III	Contact Hours: 04Hours Flipped Class Content: 2 Hours
<p>Strategies for Implementing Change: Introduction, Types of Change Management Strategies, Factors Affecting the Choice of a Change Strategy, Formulating and Facilitating Change management</p>	

Leading Changes: Visionary Leadership, Leadership Framework, Creating Shared Vision, Role of Leaders in the Phases of Organizational Change

Flipped Class Content: Role of Leaders in the Phases of Organizational Change

Unit – IV	Contact Hours 06Hours Flipped Class Content: 02 hours
Concept of Knowledge: Data, Information & Knowledge, wisdom (Meaning, Need, Importance), Basic types of knowledge. Knowledge Management & Information Management	
Knowledge creation and capture: Knowledge Creation, SECI Model, Other Theoretical Models of KM.	
Flipped Class Content: Knowledge Management in Organizations	

Unit – V	Contact Hours : 08Hours Flipped Class Content: 02 Hours
The knowledge management cycle: Knowledge Management System Life Cycle, Major Approaches to the KM Cycle, The Zack KM Cycle, The Bukowitz and Williams KM Cycle.	
Organizational knowledge management architecture: Organizational knowledge management-need, benefits, drivers, approaches strategies, components and functions. Knowledge Management and organizational culture (Intellectual capital, KM landscape, the open enterprise)	
Emerging Trends and Challenges in Knowledge Management: Knowledge Mining, Knowledge Bots, Cloud Based Performance/ Knowledge, Ethical Issues, Emergence of Technology	
Flipped Class Content:Trends in Knowledge Management and challenges faced by organizations	

Self Learning Topics	
1.	Change Agents
2.	Maintaining Organizational Effectiveness
3.	Evaluating Organizational Change
4.	Knowledge Maps
5.	Developing KM Enterprise

Books	
Text Books:	
1.	K.Harigopal, Management of Organizational Change, Sage Publications, Second Edition, 2006
2.	R L Nandeshwar, Balakrishna Jayasimha, Change & Knowledge Management, Excel Books, 2 nd Edition, 2010
3.	Sudhir Warier, Knowledge Management, Vikas Publications.
4.	Stuart Barnes, Knowledge Management Systems, Thomson Learning.
5.	J.M. Firestone, M.W. Mcelroy, Key issues in the New Knowledge Management
Reference Books:	
1.	V.Nilakant, S. Ramnarayan, Managing Organization Change, Sage Publications, 2006
2.	Dr. B. Ratan Reddy, Knowledge Management (Tool for business development), Himalaya Publishing House.
	Elias M Awad Hassan M Ghazir, Knowledge Management Pearson Education, Pearson education, 2008
E-resources(NPTEL/SWAYAM.. Any Other)	
1.	https://onlinecourses.nptel.ac.in/noc17_mg07/preview

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies

Mention the levels: 1, 2, 3						
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Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50

➤ Writing two IA test is compulsory.
➤ **Minimum marks required to qualify for SEE : 20 out of 50**

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	Question paper contains four parts. <ul style="list-style-type: none">• Part A contains three marks questions students have to answer five questions out of seven questions.• Part B contains seven marks questions, students have to answer five questions out of seven questions.• Part C contains ten marks questions, students have to answer three questions out of four questions.• Part D contains twenty marks, this is compulsory to answer for all student

Family Business and Entrepreneurship (Theory)

Course Code	20MBAED419	Course type		Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives

1.	To empower students with the understanding of Corporate Governance and Corporate Sustainability.
2.	To sensitize students to the issues at various life cycle stages of the family business.
3.	To empower students to understand and handle family business issues.
4.	To assist family-owned businesses in understanding the changing dynamics of competition brought about by liberalization, privatization and globalization.

Pre-requisites : Students should have basic knowledge about entrepreneurship and management.

Unit – I

Contact Hours = 8 Hours
Flipped Classes Content = 2 Hours

Introduction to Family Business: Definition, What constitutes a family business? Succession and Continuity, Economic impact, What Makes it Unique - The Nature, Importance, and Uniqueness of Family Business - Special strengths - family business culture and values, Dilemmas and challenges for family businesses- Business challenges, Emotional issues, Leadership. The system theory perspective, Blurred System Boundaries, The Alternative to Blurred system boundaries: joint optimization, The agency theory perspective, The strategic perspective: competitive challenges faced by family businesses, Competitive advantage: the resource based view, The stewardship perspective. Dynamics of Family Business Governance, Corporate Governance and Social Responsibility

Topics for Flipped Classes: Dilemmas and challenges for family businesses

	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
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Unit – II

Family business dynamics: People, system and growing complexity: Family culture, organizational culture, and cultural blur in family firms, generational conflict and culture change, Family business people – Founders, Women in family businesses, Husband and wife teams, In-laws, Multifamily ownership, Non-family employees, Managing conflicts in family firms. Family business systems, ownership dimensions. Family business life cycles stages, Ownership transitions. The family’s relationship with business: developing a strategic vision and building teamwork: Articulating values and shared vision, Family emotional intelligence, Family Communication: Family Meetings, The family employment policy, Ownership and family policy making, Guidelines for policy making,. Unifying plans, processes and structures - Designing family governance.

Topics for Flipped Classes: Family business life cycle stages

	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
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Unit – III

Professionalizing the boardroom: The role of balanced board of directors: Ownership of an Enterprise Built to Last, Shareholder priorities, Responsibilities of shareholders to the company, Effective governance of the shareholder-firm relationship, Information, communication, and education of shareholders, Family Business Governance - Advisory Boards and Boards of Directors, Recruitment and selection, Compensation and motivation, The rubber stamp board, Making the transition, Establishing a well-balanced board, Board composition, Organizing the board. Effective working boards -Relationship with the family. Two-tier boards. The impact of Sarbanes-Oxley on the family business and its board.

Topics for Flipped Classes: Recruitment and selection of manpower

	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
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Unit – IV

Cousin companies: Cousin companies: family governance in multigenerational family firms: Introduction, Evolution of family business ownership, Culture shock. Complexity in cousin companies - Family complexity, Ownership complexity. Responding to growing complexity - Ownership policies, Business policies, Family policies. Setting up a family governance process - Recording decisions- the family constitution. Structuring family governance - Family council, Boundaries between the board and the family council, The family assembly, The annual shareholders meeting, The family office, The top management team. Other governance entities, Roles and membership. Getting the structure working. Mergers and Acquisitions, Sickness and Turnaround Strategies.

Topics for Flipped Classes: Setting up a family governance process

	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
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Unit –V

Managing succession: The succession paradox, Resistance to succession planning - The founder, The family, Employee and environmental factors. Leading the transition. Succession planning process in family business. Transfer of Power and Building financial security and relinquishing control. Building financial security. Change and Adaptation. Entrepreneurship: Intergenerational growth in entrepreneurial families, Global opportunities, Positive-Sum dynamics through family and enterprise leadership, Family firm recourses for the future.

Topics for Flipped Classes: Intrapreneurship

Unit No.	Self-Study Component
I	Dilemmas and challenges for family business
II	Family culture
III	Family Business Governance
IV	Complexity in cousin companies
V	Intrapreneurship

Books	
	Text Books:
1.	Anilkumar, S. C. Poornima, Abraham, Jayashree (2010) Entrepreneurship Development - Newage international.
2.	Family business: The essentials by Peter Leach, Profile books Ltd. Family Business by Ernesto J. Poza
3.	Robert Hisrich and Michael Peters: Entrepreneurship, Tata McGraw Hill, 2002 Jack Kaplan: Patterns of Entrepreneurship, Wiley, 2004
4.	
	Reference Books:
1.	Entrepreneurs: Talent, Temperament, Technique 2nd Edition. By – Bolton, Bill and John, Thompson. Butterworth-Heinemann, MA. 2004. ISBN: 978-81-312- 1366-7
2.	Unleashing your Entrepreneurial Potential. By – Raghu Nanadan. Response Business Book from Sage, New Delhi.2009. ISBN: 978-81-7829-908-2 Peter Drucker: Innovation and Entrepreneurship – Practice and Principles, Affiliated East West Press, 1986
	E-resources (NPTEL/SWAYAM.. Any Other)- mention links
1.	https://nptel.ac.in/course.php
2.	https://www.coursera.org/in

Course delivery methods		Assessment methods	
1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
		5.	Semester End Examination

Course Outcome (COs)

Outcomes usually follow the format: “At the end of the course, students will be able to ‘insert action verb here + insert knowledge, skills, or attitudes the student is expected to develop’](Highlight the **action verb** representing the learning level.)

At the end of the course, the student will be able to		Learning Level	PO(s)	PSO(s)
1.	Understand operate as effective family business owner-manager.	2,4	1,2	1

2.	Develop themselves as successful Entrepreneurs	4	2	1
3.	Understand and use conceptual frameworks and best management practices	2,4	3	2
4.	Evaluate and emerge as socially responsible business persons.	4,5	4	2
5.	Analyze, evaluate and develop effective succession plans.	3,4,5	5,6	3

Rubrics:

Levels	Target
1(Low)	50 % of the total marks is scored by 60% of the students.
2(Medium)	60 % of the total marks is scored by 50 to 70% of the students.
3(High)	60 % of the total marks is scored by 70% of the students.

CO-PO Mapping (planned)								CO-PSO Mapping(planned)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	2	-	3	2	3	-	3	2	-	3
CO2	-	2	3	-	3	3	2	3	3	3
CO3	3	2	-	-	3	2	2	2	3	-
CO4	-	2	3	3	2	-	3	-	2	2
CO5	2	3	-	2	-	3	2	3	-	3
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<p>➤ Writing two IA test is compulsory.</p> <p>➤ Minimum marks required to qualify for SEE : 20 out of 50</p>					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weight age shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	- Question paper contains four parts. <ul style="list-style-type: none"> ○ <i>Part A</i> contains three marks questions students have to answer five questions out of seven questions.

- *Part B* contains seven marks questions, students have to answer five questions out of seven questions.
- *Part C* contains ten marks questions, students have to answer three questions out of four questions.
- *Part D* contains twenty marks, this is compulsory to answer for all students.

Financing the Entrepreneurial Business (Theory & Problems)

Course Code	20MBAED420	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives

1. To develop a thorough understanding of the concepts of Entrepreneurship.
2. This course helps to identify the various sources of finance for Entrepreneurship development.
3. This course presents various financial aspects involved in a start up venture.
4. The course presents various project appraisal techniques.

Pre-requisites: The student should have basic knowledge about fundamentals of Financing options and the concepts of Entrepreneurship.

Unit - I

8 Hours

Entrepreneurship:

Introduction to entrepreneurship, evolution of the concept of entrepreneurship, entrepreneurship today. Types of entrepreneurs, Intrapreneurs entrepreneurial competencies.

Topics for Flipped Classes: Entrepreneurship today

Unit - II

8 Hours

Sources of Finance:

Long term Financing, Debt and equity financing, internal and external fund, personal funds, family and friends, Commercial Banks, Types of bank loan, Bank lending decision and **Government grants and Subsidies.**

Topics for Flipped Classes: Bank lending decision and Government grants and Subsidies.

Unit - III

8 Hours

Venture Capital:

The concept of Venture Capital, Nature of Venture capital, overview of venture capital industry, venture capital process. Locating the venture capitalists and approaching the venture capitalist.

Topics for Flipped Classes: Overview of venture capital industry

Unit - IV	8 Hours
Project Financing: The concept of Project Financing, Project evaluation and selection techniques: Payback period, Accounting rate of return, Net Present Value, Internal rate of return, benefit cost ratio and discounted payback period.	
Topics for Flipped Classes: The concept of Project Financing	

Unit - V	8 Hours
Project Cash flows: Elements of cash flow stream, Basic Principles of cash flow estimation, cash flow illustration and cash flow of replacement projects.	
Topics for Flipped Classes: Elements of cash flow stream	

Self Study Topics	
Unit No.	Topic description
1.	Role of Entrepreneurship in Economic Development.
2.	Identify the credit appraisal methods adopted by the banks.
3.	Analyze the role of Venture Capitalists in investment market.
4.	Analyze the role of credit rating agencies in investment market.
5.	Identify the features of cash flow statement.

Books	
Text Books:	
1.	Poornima Charantimath, Entrepreneurship and small business development. Pearson Publications (2005).
2.	Robert D. Hisrich, Michael Peters and Dean, A Shepherd Entrepreneurship, 6th edition, McGraw-Hill Publications (2010).
3.	Anilkumar, S. C. Poornima, Abraham, Jayashree Entrepreneurship Development. New age international (2011).
4.	Mahendra Ramasinghani, The business of venture capital, Wiley (2012).
Reference Books:	
1.	Raghu Nanadan, Unleashing your Entrepreneurial Potential, Sage, New Delhi (2009).
2.	Peter Drucker, Innovation and Entrepreneurship – Practice and Principles, East West Press (2010).
E-resources (NPTEL/SWAYAM.. Any Other)- mention links	
1.	Entrepreneurial Operations: Launching a Startup, https://www.edx.org/course/operations-for-entrepreneurs .

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
		4.	Quizzes
		5.	Workshops
		6.	Semester End Examination (SEE)

Course Outcome (COs)				
		Bloom's Level	PO	PSO
At the end of the course, the student will be able to,				
1.	Identify the importance of entrepreneurship	3	2,5	1,
2.	Analyze various sources of finance	4	1,3,6	2
3.	Analyze the mechanism and functions of venture capital firm	4	2,4	2
4.	Evaluate various projects for profitability	5	2,4	3,2
5.	Estimate the cash flows of the firm	5	2,4,6	

Program Outcome of this course (POs)	PO No.
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1.	Apply knowledge of management theories and practices to solve business problem.	1
2.	Foster analytical and critical thinking abilities for data based decision making.	2
3.	Ability to develop value based leadership ability	3
4.	Ability to understand, analyze and communicate global, economic, legal and ethical Aspects of business.	4
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team	5
6.	Ability to make use of relevant skills acquired during the programme for career advancement.	6
7.	Ability to acquire entrepreneurial competencies to create value for the society at large	7

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical.	1
2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement.	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community.	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	Low (L): If 60% of marks is scored by less than 50% of the students.
2	Medium (M): If 60% of marks is scored by 50% to 70% of the students.
3	High (H): If 60% of marks is scored by 70% of the students.

	CO-PO Mapping (planned)			CO-PSO Mapping(planned)						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1		2			3			3		
CO2	2		3			3			3	
CO3		3		2			2		2	
CO4		2		2			3		3	2
CO5		2		1		3		3		
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<ul style="list-style-type: none"> ➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50 					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:

3.	<p>Question paper contains four parts.</p> <p>Part A contains three marks questions students have to answer five questions out of seven questions.</p> <p>Part B contains seven marks questions, students have to answer five questions out of seven questions.</p> <p>Part C contains ten marks questions, students have to answer three questions out of four questions.</p> <p>Part D contains twenty marks, this is compulsory to answer for all student</p>
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Managing the Growing Business(Theory)

Course Code	20MBAED421	Credits L-T-P	3- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	3-0-0	CIE Marks	50 marks
Total Hours:	Lecture = 40 Hrs; Tutorial = 0Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives

1.	The course explores the approach entrepreneurs use in identifying opportunities in creating and managing growing ventures
2.	The course is designed to acquaint the students with the terminology, organization and function of the business systems
3.	The course introduces the background knowledge and managerial skills that are necessary for dealing with setting up of a new and growing venture
4.	The course covers the aspects involved in starting, growing and harnessing the value of new ventures
5.	The course covers the aspect of managing the business in a global environment, starting and growing your business, management, marketing, managing technology and information, managing financial resources, business laws and risks

Pre-requisites :Students should have basic knowledge about entrepreneurship and management.

Unit - I	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Elements of Entrepreneurship: Scope and subject matter of Entrepreneurship, Entrepreneurship & Enterprise, Factors affecting Entrepreneurial Growth, Entrepreneurial Motivation, Entrepreneurial Competencies, forms of ownership. Characteristics of successful entrepreneurs, Corporate Entrepreneurship, Social Entrepreneurship	
Topics for Flipped Classes: Characteristics of successful entrepreneurs, Corporate Entrepreneurship, Social Entrepreneurship	

Unit - II	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Entrepreneurial Process and Business Management Process: Entrepreneurial Process and Business Management Process; Growth, Maturity and Harvest;	

Contrast the nature of startups, rapidly growing companies, and mature companies. The five stages of small business growth: Stage 1 Existence; Stage 2 –Survival; Stage 3–Success; Stage 4 –Take Off; Stage 5 –Resource Maturity; The characteristics of business at each stage of development, Invention & Innovation in Business,

Topics for Flipped Classes:

The five stages of small business growth: Stage 1 Existence; Stage 2 –Survival; Stage 3–Success; Stage 4 –Take Off; Stage 5 –Resource Maturity;

Unit - III	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Entrepreneurial Evolution: The five stages of business growth; The evolution of companies, the relevance of the management factors across the stages; Why it is so hard to grow? The typologies of entrepreneurial ventures. Advantages and disadvantages of small firms vs. large firms Technology a key driving force for Entrepreneurial Growth.	
Topics for Flipped Classes: Advantages and disadvantages of small firms vs. large firms	

Unit - IV	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Business Entrepreneurship Development An introductory framework, establishing an enterprise, financing the businesses, lease financing and hire purchase, working capital management, purchasing and inventory management, production and operation management, issues in business marketing, small entrepreneur in international business, profit planning and budgeting, accounting for small business, growth strategies for business, sickness in small sale industries, institutional assistance to small scale industries, policy support to small scale industries, business ethics and MRTP Act	
Topics for Flipped Classes: Issues in business marketing, small entrepreneur in international business, , growth strategies for business, sickness in small sale industries	

Unit - V	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Business and Economic Systems: Economic systems in which businesses operate (free economy, mixed economy, planned economy), The impact of the economic system on business decision- making, Major Challenges and Opportunities faced by Small Businesses, Types and Nature of Assistance.	
Topics for Flipped Classes: Major Challenges and Opportunities faced by Small Businesses	

Self Study Topics	
Unit No.	Topic description
1	Self learning topics: Identify the Factors affecting Entrepreneurial Growth
2	Self learning topics: Carry out the environmental analysis for setting up of your own business
3	Self learning topics: Identify the critical factors for managing the growing business
4	Self learning topics: Identify the policy initiatives taken by the Government in supporting small scale Industries
5	Self learning topics: Identify the Major Challenges and Opportunities faced by Small Businesses

Books	
Text Books:	
1.	Vasant Desai, The Dynamics of Entrepreneurial Development & Management. Himalaya Publishing House, Delhi (2005)
2.	Longenecker, Moore, Petty and Palich, Managing Small Business, Cengage Learning, India Edition(2011)

3.	Poornima Charantimath, Entrepreneurship Development: Small Business Enterprises, Pearson Publication (2012)
Reference Books:	
1.	K Ramchandran, Entrepreneurship –Indian Cases on Change Agents, McGraw-Hill Education,(2008)
2.	Satish Taneja, S.L.Gupta, Entrepreneurship Development New Venture Creation – Galgotia Publishing (2011)
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	Entrepreneurial Operations: Launching aStartup,https://www.edx.org/course/operations-for-entrepreneurs

Course delivery methods		Assessment methods	
1.	Black Board Teaching	1.	Internal Assessment Test
2.	Power Point Presentation	2.	Assignments
3.	Class Room Exercise	3.	Case Studies
		4.	Quizzes
		5.	Workshops

Course Outcome (COs)				
At the end of the course, the student will be able to		Bloom's Level	POs	PSos
1.	Identify the Business Trends: Cultivating a business in diverse, global environment	L3	1,2,3,5	1,2,3
2.	Able to evaluate and create Business Ownership: Starting a Business	L5	1,2,3,4,6	1,2,3
3.	Create a growth plan for a business applying relevant business strategies that are competitive in the global marketplace	L5	1,2,3,4,5,6	1,2,3
4.	Evaluate the role of growth to long term business success	L5	1	1
5.	Identify proper processes to control and manage growth	L3	2,3,4,5,6	1,2,3

Program Outcome of this course (POs)		PO No.
1.	Apply knowledge of management theories and practices to solve business problem	1
2.	Foster analytical and critical thinking abilities for data based decision making	2
3.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	3
4.	Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business	4
5.	Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment	5
6.	Ability to make use of relevant skills acquired during the programme for career advancement	6
7.	Ability to acquire entrepreneurial competencies to create value for the society at large	7

Program Specific Outcome of this course (PSOs)		PSO No.
1.	To groom students to manage, understand, develop and create competitive and sustainable advantage to organizations and society through managerial and technical skills, moral values and ethical practices.	1

2.	To train students to acquire analytical and research competencies for continuous learning, professional growth and career advancement	2
3.	To encourage entrepreneurial competences amongst learners to create, innovate and provide better service to community	3

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks is scored by 60% of the students.
2	40% Marks in projects
3	30% marks in internal assessments

CO-PO Mapping (planned)								CO-PSO Mapping(planned)		
	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3
CO1	3	2	1		2			3	2	1
CO2	1	3	2	1		1	2	1	3	2
CO3	1	2	3	3	1	3	3	1	2	3
CO4	1								1	
CO5		1	1	2	3	2	1	1	2	3
Mention the levels: 1, 2, 3										

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:
3.	Question paper contains four parts. Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. Part D contains twenty marks, this is compulsory to answer for all student

Technology Management

Course Code	20MBAIT422	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives

1.	To introduce the students to the theoretical fundamentals of relational database design for business applications in organizations.
2.	To introduce the students to application of relational model and ER diagrams
3.	To make the Students able to Design the database schema with the use of appropriate data types for storage of data in database
4.	To make the Students able to Design the database forms and tables using Ms Access

Pre-requisites: Students should have elementary knowledge about computers including some experience using UNIX or Windows. Knowledge about database base management system and its applications

Unit - I	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Introduction; Database-Meaning an example; Characteristics of Database approach; Actors on the screen; Workers behind the scene; Advantages of using DBMS approach; when not to use a DBMS Manual Vs Software Database Management	
Topics for Flipped Classes: DBMS, DBMS,Manual Vs Software Database Management	

Unit - II	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Data models, schemas and instances; Three-schema architecture and data independence; Database languages and interfaces; The database system environment; Centralized and client-server architectures; Classification of Database Management systems.	
Topics for Flipped Classes: schema architecture and data independence	

Unit - III	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Using High-Level Conceptual Data Models for Database Design; An Example Database Application; Entity Types, Entity Sets, Attributes and Keys; Relationship types, Weak Entity Types; ER Diagrams, Naming Conventions and Design Issues.	

Topics for Flipped Classes: ER Diagrams, Naming Conventions**Unit - IV****Contact Hours = 8 Hours****Flipped Classes Content = 2 Hours**

Unary Relational Operations: SELECT and PROJECT; Relational Algebra Operations from Set Theory; Binary Relational Operations: JOIN and DIVISION; SQL Data Definition and Data Types; Specifying basic constraints in SQL; Basic queries in SQL-Insert, Delete and Update statements in SQL

Topics for Flipped Classes: SQL Basic Commands**Unit - V****Contact Hours = 8 Hours****Flipped Classes Content = 2 Hours**

Introduction of Ms Access -2013 ,Creating simple Tables & Forms ,Creating Simple Forms ,Generation of Reports

Topics for Flipped Classes: MS Access 2013 basics**Self Study Topics**

Unit No.	Topic description
1	A brief history of database applications
2	A Basic Knowledge of Schemas & Models
3	Relational Model Concepts; Relational Model Constraints and Relational Database Schemas
4	Examples of Queries in Relational Algebra; Relational Database Design
5	A Basics Knowledge of spreadsheet and Database software's

Books

Text Books:	
1.	Elmasri and Navathe: Fundamentals of Database Systems, 5th Edition, Pearson Education, 2007
2.	Raghu Ramakrishnan and Johannes Gehrke: Database Management Systems, 3rd Edition, McGraw-Hill, 2003
3.	C.J. Date, A. Kannan, S. Swamynatham: A Introduction to Database Systems, 8th Edition, Pearson education, 2006
Reference Books:	
1.	Silberschatz, Korth and Sudharshan: Data base System Concepts, 5th Edition, Mc- GrawHill, 2006.
2	Step by Step Microsoft Access-2013- Joyce Cox and Joan Lambert,1/e, Microsoft Press , 2013
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	https://nptel.ac.in/noc/individual_course.php?id=noc17-cs33
2.	https://www.khanacademy.org/computing/computer-programming/sql/sql-basics/v/welcome-to-sql

Course delivery methods**Assessment methods**

1.	Chalk and Talk	1.	IA tests
2.	PPT and Videos	2.	Online Quizzes (Surprise and Scheduled)
3.	Flipped Classes	3.	Open Book Tests (OBT)
4.	Online classes	4.	Course Seminar
5	Practical Demonstration	5.	Semester End Examination

Course Outcome (COs)

At the end of the course, the student will be able to		Learning Level	PO(s)	PSO(s)
1.	Students will be able to Analyze the uses of database schema and need for normalization.	5	1	1
2.	Students will be able to Design the database schema with the use of appropriate data types for storage of data in database	4	4	2

3.	Students will be able to apply relational model and ER diagrams	3	6	3
4.	Student will able to develop small forms and database	6	1	1

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	Low (L): If 60% of marks are scored by less than 50% of the students.
2	Medium (M): If 60% of marks are scored by 50% to 70% of the students.
3	High (H): If 60% of marks is scored by 70% of the students.

CO-PO Mapping (planned)				CO-PSO Mapping(planned)		
	PO1	PO2	PO3	PSO1	PSO2	PSO3
CO1			2	3		
CO2		2			2	
CO3	3					1
CO4					2	
Mention the levels: 1, 2, 3						

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
➤ Writing two IA test is compulsory. ➤ Minimum marks required to qualify for SEE : 20 out of 50					

Self Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):	
1.	It will be conducted for 100 marks of 3 hours duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass: 40 (out of 100 marks)
3.	Question paper contains 4 Parts <ul style="list-style-type: none"> • Part A contains three marks questions students have to answer five questions out of seven questions. • Part B contains seven marks questions, students have to answer five questions out of seven questions. • Part C contains ten marks questions, students have to answer three questions out of four questions. • Part D contains twenty marks, this is compulsory to answer for all students

Social Media Analytics(Theory and Practical)

Course Code	20 MBAIT423	Credits L-T-P	4- 0- 0
Course type	PE	Total credits	3
Hours/week: L-T-P	4-0-0	CIE Marks	50 marks
Total Hours:	L = 40 Hrs; T = 0 Hrs; P = 0 Hrs Total = 40 Hrs	SEE Marks	50 marks

Course learning objectives	
1.	Students should understand the fundamentals of social media
2.	Learners should know the different techniques of social media analytics
3.	Students Should learn the nuances of Facebook marketing.
4.	Learners should remember techniques of LinkedIn and twitter Marketing.
5	Students should understand video analytics concepts .

Pre-requisites : Students are expected to familiar with digital marketing basics.

Unit - I	Contact Hours = 6 Hours Flipped Classes Content = 2 Hours
Introduction to Social Media: What is social media?, History of social media marketing, Importance of social media marketing, SMO strategy for business, SMO concepts, Business profile creation, brand awareness, social engagement, viral marketing	
Topics for Flipped Classes: Viral marketing, Productivity measures.	

Unit - II	Contact Hours = 6 Hours Flipped Classes Content = 2 Hours
Social Media Analytics: Tools for social media analytics, Productivity measures, traffic and volume measures, Audience analysis, performance metrics, competitive analytics, paid customer media analytics, Influencer analytics, sentimental analysis, mobile analytics	
Topics for Flipped Classes: Competitive analytics, Mobile analytics.	

Unit - III	Contact Hours = 6 Hours Flipped Classes Content = 2 Hours
Facebook Marketing analytics: How to create a fan page, Facebook profiles, Facebook	

Pages, Facebook groups, Facebook communities, Adverts, creating campaigns, Facebook Apps, likes, page views, reach, posts , people, virality, and check ins

Topics for Flipped Classes: Facebook Apps, Facebook profiles.

Unit - IV	Contact Hours = 6 Hours Flipped Classes Content = 2 Hours
<p>Twitter Marketing Analytics: Create twitter account for business, Hash tag, increase twitter followers, Sponsored tweets, Twitter account promotion, Twitter API, Twitter automation tools, impressions, engagement,</p> <p>LinkedIn Marketing Analytics: History of LinkedIn, Premium account, ad campaign on LinkedIn, updates, reach, engagements, types of followers, follower demographics, follower trends, page views, career page clicks, unique visitors,</p>	
<p>Topics for Flipped Classes: LinkedIn Marketing, Twitter marketing.</p>	

Unit - V	Contact Hours = 6 Hours Flipped Classes Content = 2 Hours
<p>Video Marketing Analytics: Ranking factors of Video, Increase video views, Promote your videos, YouTube creator academy, YouTube analytics, Reach, Audience, Revenue and video engagement</p>	
<p>Topics for Flipped Classes: YouTube analytics, Video engagement.</p>	

Self-Study Topics	
Unit No.	Topic description
1	Social Media Prism
2	Social media Analytics using Hoot suite
3	Facebook Insights
4	Twitter Rathi
5	YouTube Analytics

Books	
Text Books:	
1.	Sponder, M. (2011). Social Media Analytics: Effective Tools for Building, Interpreting, and Using Metrics. United Kingdom: McGraw-Hill Education.
2.	Gonçalves, A. (2017). Social Media Analytics Strategy: Using Data to Optimize Business Performance. United States: Apress.
3.	Ganis, M., Kohirkar, A. (2015). Social Media Analytics: Techniques and Insights for Extracting Business Value Out of Social Media. United Kingdom: Pearson Education.
4.	Krishnan, K., Rogers, S. P. (2014). Social Data Analytics: Collaboration for the Enterprise. Netherlands: Elsevier Science.
Reference Books:	
1.	Big Data and Social Media Analytics: Trending Applications. (2021). (n.p.): Springer International Publishing.
2.	Boykin, P. O., Chalkiopoulos, A., Polatkan, G., Szabo, G. (2018). Social Media Data Mining and Analytics. United States: Wiley.
E-resources(NPTEL/SWAYAM.. Any Other)- mention links	
1.	Social Networks- https://onlinecourses.nptel.ac.in/noc20_cs78/preview
2.	Marketing Analytics: https://nptel.ac.in/courses/110/105/110105142/

Course delivery methods		Assessment methods	
1.	Case studies	1.	Internal tests
2.	Simulations.	2.	Assignments

3.	Applications and tools	3.	Project work
4.	Facilitating	4.	
5	Flipped classroom	5	

Course Outcome (COs)

At the end of the course, the student will be able to		Bloom's Level	POs	PSOs
1.	Apply social media concepts for campaigning	Apply	1,2,6	1,2,3
2.	Analyze suitable social network for companies	Analyze	1,2,6	1,2,3
3.	Create Facebook dashboard	Create	2	2
4	Develop Twitter and LinkedIn analysis reports	Apply	2	2
5	Create YouTube Analytics insights documents	Create	2	2

Mapping through Direct Assessment:

Rubrics:

Levels	Target
1	50 % of the total marks is scored by 90% of the students.
2	60 % of the total marks is scored by 80% of the students.
3	65 % of the total marks is scored by 70% of the students.

	CO-PO Mapping (planned)			CO-PSO Mapping(planned)		
	PO1	PO2	PO6	PSO1	PSO2	PSO3
CO1	2	3	3	2	2	2
CO2	2	3	2	2	2	2
CO3		2			2	
CO4		2			2	
CO5		2			2	
Mention the levels: 1, 2, 3						

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Addition of two assignments	Seminar/ Mini Project	Total Marks	Final marks
Theory	30+30	10+10	20	100 (reduced to 50)	50
<input type="checkbox"/> Writing two IA test is compulsory. <input type="checkbox"/> Minimum marks required to qualify for SEE : 20 out of 50					

Self-Study topics shall be evaluated during CIE (Assignments and IA tests) and 10% weightage shall be given in SEE question paper.

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours' duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass:

3.	<p>Question paper contains 4 Parts</p> <ul style="list-style-type: none"> Part A contains three marks questions students have to answer five questions out of seven questions. Part B contains seven marks questions, students have to answer five questions out of seven questions. Part C contains ten marks questions, students have to answer three questions out of four questions. <p>Part D contains twenty marks, this is compulsory to answer for all students</p>
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AI and Soft Computing in Business Applications

Course Code	20MBAIT4	Course type	PE	Credits L-T-P	3 – 0- 0
Hours/week: L-T-P	3 – 0 – 0			Total credits	3
Total Contact Hours	L = 40Hrs; T = 0Hrs;P = 0Hrs Total = 40Hrs			CIE Marks	50 marks
Flipped Classes content	10 Hours			SEE Marks	50 marks

Course learning objectives	
1.	Introduce the ideas of fuzzy sets, fuzzy logic and use of heuristics based on human experience.
2.	Become familiar with neural networks that can learn from available examples and generalize to form appropriate rules for inference systems.
3.	Provide the mathematical background for carrying out the optimization associated with neural network learning.

Pre-requisites : Basic understanding of machine learning, and programing languages.

Unit – I	<p>Contact Hours = 8 Hours Flipped Classes Content = 2 Hours</p>
<p>Section for Complete Content of the Unit Introduction to Soft Computing: What Fuzzy, Artificial Neural Networks, Evolutionary Search Strategies. Fuzzy Set Theory: Crisp, Fuzzy Sets, Fuzzy Membership Functions, Operations on Fuzzy Sets, Fuzzy Relations, Fuzzy Extension Principle. Fuzzy Logic: Crisp, Fuzzy Logic Basics, Fuzzy Truth in Terms of Fuzzy Sets, Fuzzy Rules, Fuzzy Reasoning.</p>	
Topics for Flipped Classes: Fuzzy logic basics, Fuzzy truth	

Unit – II	<p>Contact Hours = 8 Hours Flipped Classes Content = 2 Hours</p>
<p>Section for Complete Content of the Unit Fuzzy Inference Systems: Introduction, Fuzzification of the Input Variables, Application of Fuzzy, Operators on the Antecedent Parts of the Rules, Evaluation of the Fuzzy Rules, Aggregation of Output Fuzzy Sets Across the Rules, Defuzzification of the Resultant</p>	

Unit – III	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Section for Complete Content of the Unit: Artificial Neural Networks: Basic Concepts- Introduction, Computation in Terms of Patterns, The McCulloch–Pitts Neural Model, The Perceptron, Neural Network Architectures, Activation Functions, Learning by Neural Nets.	
Topics for Flipped Classes: ANN, RNN	

Unit – IV	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Section for Complete Content of the Unit: Backpropagation: Multi-layer Feedforward Net, The Generalized Delta Rule, The Backpropagation Algorithm.	
Topics for Flipped Classes: Mutli layer , Feedforawrd	

Unit –V	Contact Hours = 8 Hours Flipped Classes Content = 2 Hours
Section for Complete Content of the Unit: Fuzzy neural networks: Integration of fuzzy logic and neural networks, Fuzzy neurons, Hybrid neural nets, Computation of fuzzy logic inferences by hybrid neural net, Trainable neural nets for fuzzy IF-THEN rules, Implementation of fuzzy rules by regular FNN of Type 2, Implementation of fuzzy rules by regular FNN of Type 3, Timing fuzzy control parameters by neural nets, Fuzzy rule extraction from numerical data, Neuro-fuzzy classifiers, FULLINS, Applications of fuzzy neural systems.	
Topics for Flipped Classes: Fuzzy Neurons, Hybrid Neural nets.	

Unit No.	Self-Study Component
1	ANN in automobiles.
2	Fuzzy controllers in Information technology
3	Multilayer perceptron in business applications.
4	Backpropagation applications in financial risk analysis.
5	Hybrid neural nets in data sciences.

Books	
Text Books:	
1.	Samir Roy and Udit Chakraborty, “Introduction to Soft Computing- Neuro-Fuzzy and Genetic Algorithms”, Pearson, 2013 and onwards.
2.	Fuller, Robert , Introduction to Neuro-Fuzzy Systems,Physica-Verlag Heidelberg, ISBN 978-3-7908-1852-9
Reference Books:	
1.	J. S. R. Jang, C. T. Sun and E. Mizutani, “Neuro-Fuzzy and Soft Computing”, PHI, 2004, Pearson Education 2004 and onwards.

Scheme of Continuous Internal Evaluation (CIE):

Components	Addition of two IA tests	Online Quiz	Addition of two OBTs	Course Seminar	Total Marks	Final Marks
Theory	20+20= 40	20	10+10 =20	20	100 (Reduced to 50)	50
Minimum score to be eligible for SEE: 20 out of 50						

Self-Study topics could be evaluated during Quiz/ Assignments

Scheme of Semester End Examination (SEE):

1.	It will be conducted for 100 marks of 3 hours' duration. It will be reduced to 50 marks for the calculation of SGPA and CGPA.
2.	Minimum marks required in SEE to pass: 40 %
3.	<p>Question paper contains 4 Parts</p> <ul style="list-style-type: none"> • Part A contains three marks questions students have to answer five questions out of seven questions. • Part B contains seven marks questions, students have to answer five questions out of seven questions. • Part C contains ten marks questions, students have to answer three questions out of four questions. • Part D contains twenty marks, this is compulsory to answer for all students