

**GANDHI INSTITUTE OF TECHNOLOGY AND MANAGEMENT
(GITAM)**

(Deemed to be University, Estd. u/s 3 of UGC Act 1956)

VISAKHAPATNAM * HYDERABAD * BENGALURU

Accredited by NAAC with A+ Grade



**REGULATIONS & SYLLABUS
Of
Master of Business Administration
(International Business)
A Two Year Full Time –Semester Programme
Program Code: PMGMT02
(w.e.f. 2022-23 Admitted Batch)**

www.gim.gitam.edu

2022

Abstract of Credits distributed among 4 semesters as per AICTE Norms - 2018

Sl No.	Semester	No. of Subjects with PCDs	Core courses Credits	PCDs credits	Total Credits
1	I	11	27	3	30
2	II	14	27	3	30
3	III	11	28	2	30
4	IV	9	20	2	22
	Total	45	102	10	112

Master of Business Administration (MBA - IB)
REGULATIONS
(w.e.f. 2022-23 admitted batch)

1.0 ADMISSION

Admission into MBA (IB) Program of GITAM (Deemed to be University) is governed by GITAM (Deemed to be University) admission regulations.

2.0 ELIGIBILITY CRITERIA

Bachelor Degree or equivalent examination with 50% aggregate marks approved by GITAM University along with High score in CAT/XAT/MAT/GMAT/CMAT or High score in GIM Online Test (GOT).

3.0 CHOICE BASED CREDIT SYSTEM

Choice Based Credit System (CBCS) is introduced with effect from the admitted Batch of 2015-16 based on UGC guidelines in order to promote:

- Student Centered Learning
- Cafeteria approach
- Students to learn courses of their choice
- Students to learn at their own pace
- Inter-disciplinary learning

Learning goals/ objectives and outcomes are specified to indicate as to what a student shall be able to do at the end of the program.

4.1 STRUCTURE OF THE PROGRAM

The Program consists

- 4.1.1** Foundation Courses (compulsory) are designed and offered to give general exposure to a student in the relevant subject area and to improve communication skill set.
- 4.1.2** Core Courses (compulsory).
- 4.1.3** Discipline centric electives which
 1. are supportive to the discipline
 2. give expanded scope of the subject Intra Departmental Electives
 3. give inter disciplinary exposure
 4. Nurture the student skills Inter Departmental Electives
- 4.1.4** Open electives - which are of general nature and unrelated to the discipline to expose the student in areas such as general knowledge, personality development, economy, civil society, governance, etc.

Student has to choose ONE open elective courses, carrying **ONE** credit, from the options available during two years study period come under PCDs i.e. at any Semester during first year or second year course of study.

Credits will be shown in IV Semester only. The courses will be chosen from Moocs, Course era, GITAM (Deemed to be University) offered open electives, BSE., & NSE certification courses. Out of which two courses are to be selected by the student. In case of students who got placement can choose any course from Moocs, Course Era, BSE & NSE, UGC Swayam certificate courses.

If the open elective course chosen other than GITAM (Deemed to be University) offered open electives, the student has to submit course cleared document/proof to the Institute along with exam material. Upon on that a viva voce examination/presentation will be conducted for awarding marks.

4.4. CREDITS: Each course is assigned a certain number of credits depending upon the number of contact hours (lectures & tutorials) per week.

In general, credits are assigned to the courses based on the following contact hours per week per trimester.

- One credit for each Lecture / Tutorial hour per week.
- One credit for two hours of practicals per week.
- Two credit for three (or more) hours of practicals per week.

Range of credits

Name of the course	Range of credits
Theory	2 to 4
Practical	2 to 4
Project Work	1 to 5
Professional Competency Development	1 or 2
Viva Voce	1 or 2
Seminar	1 or 2
Seminar	1 or 2

The curriculum of the Four Semester MBA program is designed to have a total of 248 credits. However, for the award of MBA degree, the students have to earn a minimum of **112** credits only as shown in Table –Program Structure

Preparatory (Bridge) Course:

Before the commencement of the program, the students will be sensitized on various topics that will make them confident to take up their relevant programs.

Preparatory Courses (Bridge Courses) offered are given below.

Sl. No.	Courses
1	Business, Government & Society
2	Economics
3	Perspectives on Entrepreneurship
4	Basic Mathematics & Statistics
5	Understanding Financial Statements
6	Basics of Finance
7	Academic Writing
8	Case Analysis
9	Presentations

Note: The results of Preparatory (Bridge) Courses will not be reflected in the grade sheets.

5.0 MEDIUM OF INSTRUCTION

The medium of instruction (including examinations and project reports) shall be English.

6.0 REGISTRATION

Every student has to register himself/herself for each semester individually at the time specified by the Institute / University.

7.0 ATTENDANCE REQUIREMENTS

The student's minimum attendance requirement in any course is 65%, and the overall attendance of all the courses put together in any semester should be **75%** or greater. The student will not be permitted to write the end semester examination for courses with less than 75% attendance. If the student fails to meet the minimum attendance requirement of 75% in the current semester, the student will be permitted to write only those subjects in which the student maintains 75% or above. The remaining subjects will get an 'R' grade.

7.1 Leave Policy

If the student's attendance is 75% and above, they will be allowed to write the end-semester examinations subject to satisfying the individual course attendance. However, the shortage of attendance may be exempted from 65% to 74% in the following cases
(1) The student participating in co-curricular and extracurricular activities and representing the University, state or country.

(2) Medical emergency: Whatever the circumstances, if the student's attendance drops to less than 65%, they will not be permitted to attend the end-semester examinations.

7.2 Representing the University/Country:

The Vice-Chancellor, on the recommendation of the Principal / Director of the Institute/School and remarks from the Director, Student life, GITAM may condone the shortage of attendance of the students on the grounds of participation in co-curricular and extracurricular activities representing the University or country.

8.0 EVALUATION

The assessment of the student's performance in each course shall be based on continuous evaluation (**CA for 60 Marks**) and Semester-end examination (**SEE for 40 Marks**) i.e **(60:40 combination)**.

A student has to secure an aggregate of **40%** in a course in the two components put together to be declared to have passed the course, subject to the condition that the candidate must have secured a minimum of **16 marks** out of 40 marks (i.e. 40%) in the theory component at the semester-end examination. Pass mark for Project reports. Practical subjects and Viva Voce is 40%. The marks for each component of assessment are as shown in the following table:

DETAILS OF ASSESSMENT PROCEDURE

S. No.	Component of assessment	Marks allotted	Type of assessment	Scheme of evaluation
	Theory/Practical	60	Continuous Evaluation	<p>1. <u>Mid Semester examinations:</u> One mid examination will be conducted for 20 marks. NO more re-examinations will be conducted under any circumstances except exceptional cases as approved by the HOI/PC.</p> <p>2. <u>Coursera course/on line Course – 10 marks</u> Student need to complete respective subject wise Coursera course/ online course listed by GIM/GITAM through online and required to submit the course completion certificate. Up on which student need to give presentation/viva for awarding marks up to 10.</p> <p>3. <u>Two Class Room Case Analysis each carry Five Mark</u> (Each Student will be evaluated for 10 Marks) : 10 Marks</p> <p>4. <u>End Term Group Assignment for 10 Marks</u> (which may also include <u>workshop/training//survey/ project work</u>) : 10 Marks</p> <p>5. <u>Two Quizzes , each carry Five Marks</u> : 10 Marks</p>
		40	Semester-end Examination (SEE)	Forty (40) marks for Semester End Examinations
	Total	100		

2	Practical Course MWS	100	Continuous Evaluation	i) Record: 10 marks ii) Three surprise subject related quizzes will be conducted out of which best two quizzes will be considered: Ten (10) marks. iii) Assignments / Lab Tasks / Written Test: 20 marks Lab Exam: Sixty (60) marks for two tests of 30 marks each (one at the mid-term and the other towards the end of the Semester) conducted by the concerned lab Teacher.
3	Project work (6 weeks) at III Semester	100	Continuous Evaluation	i. Project report carries 50 marks ii. Project viva voce carries 50 marks
4.	Social Project II Semester PCD	50	Continuous Evaluation	i. Project report carries 30 marks ii. Project viva voce carries 20 marks
5.	Student club Activities (I,II,III &IV)	50 each	Evaluation Continuous	i. Student will be assessed individually based on the group/individual presentation/ on contemporary topics/issues/on participation in club activities of respective functional clubs.

- *Class Attendance* - 100% Attendance is a reflection of one's commitment, discipline, time management that facilitates continuous learning.
- *Presentations/GDs* - This is designed to shed inhibitions of public-speaking, within a controlled classroom environment.
- *Case Analysis*- This is designed to improve analytical skills and proposal/ reflective writing skills.
- *Field Projects/surveys* - Application of theoretical knowledge to practical real- world problems, not only provides an end-solution, but reinforces confidence and zeal to take up bigger challenges. Field or industry projects help groom students to working environment.
- *Viva-voce* - This is designed to test comprehensive knowledge gained and articulation style.
- *Research Papers* - Research is the lifeblood of an educational institution, whose results contribute to the growth of the economy. Students are provided an opportunity to work with faculty in their desired discipline and generate research project/papers that can be published.
- *Workshops/Training* - 2 to 6 days workshops can be conducted as per the requirement of the Course
- *Computer application* - Usage of application or Developing a program, model, portal, application may be used for evaluation.

Student Club Activities : the students are to be divided into functional area wise clubs. they are to be evaluated individually based on the group presentations/individual presentations on contemporary topics/issues/on participation in club activities relating to the respective functional club.

8.1 Semester End Examination:

Examinations are not the end, but a launching platform into brighter future. The knowledge gained during the Semester are tested through the Semester end-examinations. The duration of each Semester end-examination shall be for 3 hours as per existing rules however subject change as per the rules of University which may change from time to time.

Students are updated on the examination rules during admission and at regular intervals on university websites. Violation of norms regarding behaviour in the examination hall will attract severe penalty. Action, as per the University guidelines would be taken against students found copying in the examination halls.

Student shall not be absent for any of the end-term examinations conducted by the Institute. In case the student is absent, in exceptional cases on application, the Institute will decide the merits of the application on a case to case basis.

8.2 Duration and Pattern of Semester end Examination (Offline)

Duration of the Examination is 3 hours subject to change as per the University rules.

A. The following shall be the structure of question paper for courses with Case Studies

S. No	Pattern	Marks
1.	Section A: Five one-page answer questions (Five out of Eight questions to be answered).	5 X 2 marks = 10 marks
2.	Section B : Five Essay type questions (either or choice Questions from each UNIT)	5 X 4 marks = 20 marks
3.	Section C : One Case let (not more than 200 words)	1X10 =10 marks
	Total	40 marks

A. The following shall be the structure of question paper for courses without Case Studies

S. No	Pattern	Marks
1.	Section A: Five one-page answer questions (Five out of Eight questions to be answered).	5 X 2 marks = 10 marks
2.	Section B : Five Essay type questions (either or choice Questions from each UNIT)	5 X 6 marks = 30 marks
	Total	40 marks

B. The following shall be the structure of question paper for courses with numerical problems.

S.No.	Pattern	Marks
1.	Section A : Five questions (both theory / problems) (Five out of Eight questions to be answered).	5X 2 marks = 10 marks
2.	Section B : Problems/Theory questions (Five out of Eight questions to be answered)	5 X 6 marks = 30 marks
	Total	40 marks

Note : If the end exams are on- line, the duration and pattern of examination will be decided by the University and will be communicated to the students.

End Term Examination - General Marking Criteria

Well Below Expectations	(0-20%)	Little or no relevant material presented. Unclear or unsubstantiated arguments with very poor accuracy and understanding. Little evidence of achievement of the relevant stated learning outcomes of the course unit.
Below Expectations	(20-40%)	Reveals a weak understanding of fundamental concepts with no critical analysis. Produces answers which may contain factual and/or conceptual inadequacies. Provides poorly written answers that fail to address the question, or answers that are too brief to answer the question properly. Provides solutions to calculative questions that demonstrate inadequate analytical skills.
Meets Expectations	(40-60%)	Demonstrates good understanding of the material. Shows a basic knowledge of relevant literature but draws mainly on lecture material. Addresses the questions and demonstrates reasonable writing skills with some ability to structure the material logically. Provides solutions to calculative questions that demonstrate good analytical skills.
Exceeds Expectations	(60-80%)	Demonstrates an ability to integrate the concepts introduced and applies them to problems with some evidence of critical analysis. Shows evidence of reading beyond lecture notes that is appropriately analyzed and evaluated. Provides clear and competent answers to the questions, well written. Clearly presents solutions to calculative questions and demonstrates very good analytical skills.
Well Above Expectations	(80-100%)	Demonstrates the ability to evaluate concepts and assumptions critically and to thoughtfully apply concepts to problems. Demonstrates independent thinking and insight into theoretical issues. Shows evidence of extensive reading beyond the lecture notes and the ability to synthesize and integrate the relevant literature. Writes well and structures the response so as to provide a succinct, coherent and logical answer. Clearly presents solutions to calculative questions and demonstrates excellent analytical skills.

The assessments are designed with an objective to achieve the following outcomes:

Transferable and Employability skills	
1	Know how to use online learning resources: G-Learn, online journals, etc.
2	Communicate effectively using a range of media
3	Apply teamwork and leadership skills
4	Find, evaluate, synthesize & use information
5	Analyze real world situation critically
6	Reflect on their own professional development
7	Demonstrate professionalism & ethical awareness
8	Apply multidisciplinary approach to the context

9.0 VIVA-VOCE:

Year-end viva-voce will be arranged at the end of first year. The contents, marks and the composition of Board of each Viva-Voce shall be as follows. The Viva voce will be conducted on the courses studied during the year carrying **100 marks**.

Year end and Comprehensive Viva- voce examination Board will consist of:

Class Coordinator /PGP Chair	- Convener
One senior Faculty from the Institute	- Member
Director/ or Nominee	- Member

For summer Internship Project Viva /Internship Seminar/ Presentation/ :

The evaluation board will consist of:

Director/or Nominee	- Member
Institute Project Guide	- Member
One External Professor/one Senior Executive from Industry	- Member
Class Coordinator /Programme Chair	- Convener

Social Project Viva Board will consist of:

Class Coordinator /PGP Chair	- Convener
One senior Faculty from the Institute	- Member
Institute Project Guide	- Member

10.0 EVALUATION GRIEVANCE REDRESSAL PROCEDURE

(Subject to change from time to time)

As per GITAM University Rules with effect from 2019 admitted batch, there is a double evaluation for End examination of all PG Courses.

- A student who has secured "F" grade in project work report/viva voce shall have to improve his/her report and reappear for viva voce of project work at the time of special examination to be conducted in the summer vacation

11. Retotaling & Revaluation

- 1.1. Retotaling of the theory answer script of the semester-end examination is permitted on request by the student by paying the prescribed fee within one week after the announcement of the results.
- 1.2. Revaluation of the theory answer scripts of the semester-end examination is permitted on request by the student in case of Single Valuation by paying the prescribed fee within one week after the announcement of the result.

1.3. Provision for Answer Book Verification & Challenge Evaluation:

Suppose a student is not satisfied with his/her grade after revaluation. In that case, the student can apply for, answer book verification on payment of a prescribed fee for each course within one week after the announcement of revaluation results.

After verification, if a student is not satisfied with revaluation marks/grade awarded, he/she can apply for challenge valuation within one week after the announcement of answer book verification result/ two weeks after the announcement of revaluation results, which will be valued by the two examiners i.e., one Internal and one External examiner in the presence of the student on payment of prescribed fee. The challenge valuation fee will be returned, if the student is succeeded in the appeal with a change for a better grade.

11. SUPPLEMENTARY EXAMINATION

The odd semester supplementary examinations will be conducted on daily basis after conducting regular even semester examinations in April/May.

The even semester supplementary examinations will be conducted on daily basis after conducting regular odd semester examinations during Oct/Nov.

A student who has completed his/her period of study and still has "F" grade in final semester courses is eligible to appear for Special Examination normally held during summer vacation.

12. Promotion to the Next Year of Study subject to review

- a. A student shall be promoted to the next academic year only if he/she completes the academic requirements of **60%** of the credits till the previous academic year.
- b. Whenever there is a change in syllabus or curriculum he/she has to continue the course with new regulations after detention as per the equivalency established by the BoS to continue his/her further studies.

13.0 BETTERMENT OF GRADES

Students who secured second class or pass who wish to improve their grades will be permitted to improve their grades at the end the program.

1. Students who have passed all the courses of a program within the stipulated period of study and who have obtained a Pass or Second Class only are eligible for Betterment of Grades.
2. Candidates who have already secured First Class or First Class with Distinction are not eligible for betterment of Grades.
3. Candidates who have completed the programme of study beyond the stipulated period of study i.e. through Special examinations or subsequently, are not eligible for betterment of Grades.
4. Betterment of Grades is permitted only through appearance of the theory examinations.
5. Betterment of Grades is permitted only once, at the end of the program of study, simultaneously along with Special examinations.
6. Candidates can appear for betterment at one course/subject per trimester, for the number of semesters they have studied. A fourth semester MBA student can appear for betterment in any **FOUR** courses/subjects. The rules & regulations framed by the University from time to time shall be applicable.
7. The better Grade secured either in the first or betterment appearance shall be considered as the final Grade.
8. New Grade Card/PC shall be issued to candidates who have improved their Grades/Class after submitting the old Grade Card/PC.
9. The date, month and year of the declaration of betterment result shall be printed on the Grade Card/PC
10. Betterment marks shall not be taken into consideration for award of ranks, prizes, and medals.
11. Candidates have to pay a betterment fee as prescribed by the University.

14.0 GRADING SYSTEM

Based on the student performance during a given semester, a final letter grade will be awarded at the end of the Semester in each course. The letter grades and the corresponding grade points are as given in Table 3.

Table 3: Grades & Grade Points

S.No.	Grade	Grade Points	Absolute Marks/Remarks
1.	O (Outstanding)	10	90 and above
2.	A+ (Excellent)	9	80-89
3.	A (Very Good)	8	70-79
4.	B+ (Good)	7	60-69
5.	B (Above Average)	6	50-59
6.	C (Average)	5	45-49
7.	P (Pass)	4	40-44
8.	F (Fail)	0	Less than 40 for Theory and Less than 50 for Practical/Project
9.	Ab (Absent)	NA	--

A student who earns a minimum of 4 grade points (P grade) in a course is declared to have successfully completed the course, and is deemed to have earned the credits assigned to that course, subject to securing a **GPA of 5 for a pass in the semester.**

This is applicable to both theory and practical papers. In the case of Project Report and Vice - Voce also, the minimum pass percentage shall be 40% only.

15.0 GRADE POINT AVERAGE

A Grade Point Average (GPA) for the semester/Semester will be calculated according to the formula:

$$\text{GPA} = \frac{\Sigma [C * G]}{\Sigma C}$$

where, C = number of credits for the course.
G = grade points obtained by the student in the course.

Where 'm' is the number of courses graded to date

C = number of credits for the course,

G = grade points obtained by the student in the course.

GPA is awarded to those candidates who pass in all the subjects of the semester. To arrive at Cumulative Grade Point Average (CGPA), a similar formula is used considering the student's performance in all the courses taken, in all the semesters/trimesters up to the particular point of time.

CGPA required for classification of class after the successful completion of the program is shown in Table 4.

Table 4: CGPA required for award of Class

Distinction	8.0*
First Class	6.5
Second Class	5.5
Pass	5.0

* In addition to the required CGPA of 8.0, the student must have necessarily passed all the courses of every Semester in the first attempt.

16.0 THE TWINING MBA PROGRAMME IN UNIVERSITY OF NEBRASKA (UNO), OMAHA, USA.

After fulfilling academic requirements of first year MBA at GIM, students of IMBA and MBA are eligible to study in UNO, the students would receive MBA from UNO. In this case the student has exit option at end of first year MBA and is only eligible to get marks statement for first year and not degree from GITAM University.

Twining MBA or MSIS programme in Central Michigan University (CMU), USA After fulfilling the academic requirements of MBA first year at GIM, students of MBA with 4 year UG degree are eligible to study second year in CMU. After successful completion at CMU the student shall get MBA or MSIS from CMU. In this case the student has exit option at the end of first year MBA and is only eligible to get marks statement for first year and not degree from GITAM University.

Study abroad programme with University of Nebraska (UNO), Omaha, USA The students of BBA, IMBA or MBA can study their last trimester/ semester in UNO as part of student exchange programme. At the end of the programme, up on producing pass certificate equal number of UNO credits which otherwise earned in GIM, the student is eligible the award of degree from GITAM University.

17.0 ELIGIBILITY FOR AWARD OF MBA DEGREE

Programme of six-semester within two years. If due to some unavoidable circumstances that was not possible, a student may extend and complete the programme in not more than four years including study period. However such dispensation can only be approved by the Vice Chancellor, based on individual's application requesting dispensation and justifying the need. A student shall be eligible for award of the MBA degree if they fulfill the following conditions.

- i) Registered and successfully completed all the courses and projects.
- ii) Successfully acquired the minimum required credits as specified in the curriculum within the stipulated time.
- iii) Has no dues to the Institute, Hostels, Libraries, NCC/NSS, etc. and, No disciplinary action is pending against them

18.0 PEDAGOGY

The class room pedagogy is customised by individual faculty to enhance the learning experience, which is dependent on the course and the degree of absorption by students. It has been proven that the degree of absorption is directly proportional to self-learning or preparedness before the classroom sessions and the interactions during the classes. Knowledge thus gained builds a strong long-lasting foundation. Typically class room pedagogy ranges from instructions, simulations, case discussions, role plays, etc. Simulations and case discussions are adopted extensively across the curriculum, to supplement class room instructions/lectures.

PROGRAM EDUCATIONAL OBJECTIVES (PEOs)

Programme Outcomes and Programme Specific Outcomes

At the end of the program the students would be able to

- PO1** Apply knowledge of management theories and practices to solve business problems.
- PO2** Foster analytical and critical thinking abilities for data-based decision making.
- PO3** Develop value-based leadership approach.
- PO4** Understand, analyze and communicate global, economic, legal, and ethical aspects of business.
- PO5** Lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
- PSO1** Apply management theories for effective management of international business
- PSO2** Evaluate business opportunities in the international business domain using management techniques in order to build a profitable business enterprise.

Course structure

Name of the Course	No. of Courses	Total Credits	Percentage
a. Foundation/General Courses	8	26	
b. Core Courses	10	35	
c. Discipline Centric Electives	10	30	
i. within discipline			
ii. related discipline			
d. skill based	12	18	
e. open elective/contemporary course	3	3	
	43	112	

Course code	Level	Course title	L	T	P	S	J	C
ACCN6001	Foundation	Accounting for Managers	4	0	0	0	0	4
BUAN6001	Foundation	Modelling with Spreadsheet	0	4	0	0	0	2
HRMG6001	Foundation	Management Theory & Practice	3	0	0	0	0	3
HRMG6011	Foundation	Organizational Behaviour	3	0	0	0	0	3
HRMG6021	Foundation	Business Laws	3	0	0	0	0	3
IENT6001	Foundation	Managerial Economics	3	0	0	0	0	3
IENT6011	Foundation	Business Environment	3	0	0	0	0	3
OPTS6001	Foundation	Quantitative Techniques	3	0	0	0	0	3
OPTS6011	Foundation	Business Research Methodology	3	0	0	0	0	3
HRMG6091	Foundation	Management Theory & Organizational Behaviour	3	0	0	0	0	3
INBS6001	Foundation	Geopolitical Environment	3	0	0	0	0	3
INBS6011	Foundation	EXIM Management	3	0	0	0	0	3
BUAN6011	Core	Business Analytics	0	4	0	0	0	2
FINA6001	Core	Financial Management	3	0	0	0	0	3
HRMG6031	Core	Human Resource Management	3	0	0	0	0	3
HRMG6041	Core	Organizational Communication	3	0	0	0	0	3
IENT6021	Core	Innovation & Entrepreneurship	3	0	0	0	0	3
MKTG6001	Core	Marketing Management	3	0	0	0	0	3
MKTG6011	Core	Services Management	3	0	0	0	0	3
OPTS6001	Core	Operations Research	3	0	0	0	0	3
OPTS6021	Core	Operations Management	3	0	0	0	0	3
IENT6031	Core	International Economics	3	0	0	0	0	3
OPTS6031	Core	International Trade Logistics	3	0	0	0	0	3
INBS7011	Core	Sectorial and Cluster Strategies for International Business	3	0	0	0	0	3

INBS7021	Core	Doing Business with Emerging Markets	3	0	0	0	0	3
OPTS7071	Core	Port & Terminal Management	3	0	0	0	0	3
VEDC6001	Core	Venture Discovery	0	2	0	0	0	2
INBS7001	Core	Global Sourcing	3	0	0	0	0	3
VIVA6999	Skill Based	Year End VIVA-VOCE	0	0	0	0	0	1
LANG2222	Skill Based	British English Certificate	0	0	2	0	0	1
INTN7777	Skill Based	Summer Internship & Viva-Voce	0	0	0	0	0	6
VIVA7999	Skill Based	Comprehensive Viva	0	0	0	0	0	2
HRMG6091	Skill Based	Student Club Activities -2	0	0	1	0	0	1
HRMG6051	Skill set	Student Club activities -1	0	0	1	0	0	1
HRMG6071	Skill set	Current Business Affairs	0	1	0	0	0	1
HRMG6081	Skill set	Soft Skills	0	0	2	0	0	1
BUAN7071	Skill Set	Business Simulations	0	0	2	0	0	1
FINA3001	Skill Set	Personal Financial Planning	0	0	Online	0	0	1
HSMCH102	Value	Universal Human Values*	0	3	0	0	0	P/F
INTN6001	Value Based	Social Project	0	0	0	0	0	1
BUAN7001	Elective	Machine Learning	3	0	0	0	0	3
BUAN7011	Elective	Data Science with R	3	0	0	0	0	3
BUAN7021	Elective	Data Visualization	3	0	0	0	0	3
BUAN7031	Elective	Web Technologies for Data Analytics	3	0	0	0	0	3
BUAN7041	Elective	DBMS and Datawarehouse	1	2	0	0	0	3
BUAN7051	Elective	Decision Science with Python	1	2	0	0	0	3
BUAN7061	Elective	Big Data Analytics	1	2	0	0	0	3
FINA7001	Elective	Financial Markets and Services	3	0	0	0	0	3
FINA7011	Elective	Security Analysis and Portfolio Management	3	0	0	0	0	3
FINA7021	Elective	Retail Bank Management	3	0	0	0	0	3
FINA7031	Elective	Insurance Management	3	0	0	0	0	3
FINA7041	Elective	International Financial Management	3	0	0	0	0	3
FINA7051	Elective	Financial Derivatives	3	0	0	0	0	3
FINA7061	Elective	Financial Analytics	3	0	0	0	0	3
FINA7071	Elective	Forex Management & Derivatives	3	0	0	0	0	3
FINA7081	Elective	International Trade Finance	3	0	0	0	0	3
FINA7091	Elective	International Commodity Management	3	0	0	0	0	3
HRMG7001	Elective	Learning and Development	3	0	0	0	0	3
HRMG7011	Elective	Employment Laws	3	0	0	0	0	3

HRMG7021	Elective	Performance Management	3	0	0	0	0	3
HRMG7031	Elective	HR Analytics	3	0	0	0	0	3
HRMG7041	Elective	Compensation Management	3	0	0	0	0	3
HRMG7051	Elective	Strategic Human Resource Management	3	0	0	0	0	3
HRMG7061	Elective	Change Management	3	0	0	0	0	3
HRMG7071	Elective	International Business Negotiation	3	0	0	0	0	3
HRMG7081	Elective	Cross Cultural Management	3	0	0	0	0	3
HRMG7091	Elective	Global Human Resource Management	3	0	0	0	0	3
MKTG7001	Elective	Strategic Management	2	0	0	0	0	2
MKTG7011	Elective	Consumer Behaviour	3	0	0	0	0	3
MKTG7021	Elective	Sales & Distribution Management	3	0	0	0	0	3
MKTG7031	Elective	Digital Marketing	3	0	0	0	0	3
MKTG7041	Elective	Integrated Marketing Communication	3	0	0	0	0	3
MKTG7051	Elective	Product and Brand Management	3	0	0	0	0	3
MKTG7061	Elective	B2B Marketing	3	0	0	0	0	3
MKTG7071	Elective	Marketing Analytics	3	0	0	0	0	3
MKTG7081	Elective	International Marketing Management	3	0	0	0	0	3
OPTS7001	Elective	Materials Management	3	0	0	0	0	3
OPTS7011	Elective	Supply Chain Management	3	0	0	0	0	3
OPTS7021	Elective	Project Management	3	0	0	0	0	3
OPTS7031	Elective	Services Operations Management	3	0	0	0	0	3
OPTS7041	Elective	Supply Chain Analytics	3	0	0	0	0	3
OPTS7051	Elective	Improving Business Processes	3	0	0	0	0	3
OPTS7061	Elective	Strategic Logistics Management	3	0	0	0	0	3

EVALUATION

The assessment of the student's performance in each course shall be based on continuous evaluation **(CA) (60 Marks)** and Semester-end examination **(SEE) (40 Marks) (60:40 combination)**.

A student has to secure an aggregate of 40% in a course in the two components put together to be declared to have passed the course, subject to the condition that the candidate must have secured a minimum of **16 marks** out of 40 marks (i.e. 40%) in the theory component at the semester-end examination. Pass mark for Project reports. Practical subjects and Viva Voce is 40%.

The marks for each component of assessment are as shown in the following table:

DETAILS OF ASSESSMENT PROCEDURE

S. No.	Component of assessment	Marks allotted	Type of assessment	Scheme of evaluation
	Theory/Practical	60	Continuous Evaluation	<p><u>1. Mid Semester examinations:</u></p> <p>One mid examination will be conducted for 20 marks. NO more re-examinations will be conducted under any circumstances except exceptional cases as approved by the HOI/PC.</p> <p><u>2. Coursera course/on line Course – 10 marks</u></p> <p>Student need to complete respective subject wise Coursera course/ online course listed by GIM/GITAM through online and required to submit the course completion certificate. Up on which student need to give presentation/viva for awarding marks up to 10.</p> <p><u>3. Two Class Room Case Analysis each carry Five Mark</u> (Each Student will be evaluated for 10 Marks) : 10 Marks</p> <p><u>4. End Term Group Assignment for 10 Marks</u> (which may also include <u>workshop/training//survey/ project work</u>) : 10 Marks</p> <p>5. Two Quizzes , each carry Five Marks : 10 Marks</p>
		40	Semester-end Examination (SEE)	Forty (40) marks for Semester End Examinations
	Total	100		

2	Practical Course MWS	100	Continuous Evaluation	<ul style="list-style-type: none"> iv) Record: 10 marks v) Three surprise subject related quizzes will be conducted out of which best two quizzes will be considered: Ten (10) marks. vi) Assignments / Lab Tasks / Written Test: 20 marks <p>Lab Exam: Sixty (60) marks for two tests of 30 marks each (one at the mid-term and the other towards the end of the Semester) conducted by the concerned lab Teacher.</p>
3	Project work (6 weeks) at III Semester	100	Continuous Evaluation	<ul style="list-style-type: none"> iii. Project report carries 50 marks iv. Project viva voce carries 50 marks
4.	Social Project II Semester PCD	50	Continuous Evaluation	<ul style="list-style-type: none"> iii. Project report carries 30 marks iv. Project viva voce carries 20 marks
5.	Student club Activities (I,II,III &IV)	50 each	Evaluation Continuous	<ul style="list-style-type: none"> i. Student will be assessed individually based on the group/individual presentation/ on contemporary topics/issues/on participation in club activities of respective functional clubs.

Semester – I

S.No.	Code	Level of course	Title of Course	Theory	Practical	Credits	Internal Assessment Marks	External Assessment Marks	Total Marks
1.	HRMG6091	Foundation	Management Theory & Organizational Behaviour	3	-	3	60	40	100
2.	INBS6001	Foundation	Geopolitical Environment	3	-	3	60	40	100
3.	IENT6001	Foundation	Managerial Economics	3	-	3	60	40	100
4.	INBS6011	Foundation	EXIM Management	3	-	3	60	40	100
5.	ACCN6001	Foundation	Accounting for Managers	4	-	4	60	40	100
6.	OPTS6001	Foundation	Quantitative Techniques	3	-	3	60	40	100
7.	HRMG6021	Foundation	Business Laws	3		3	60	40	100
8.	OPTS6011	Foundation	Business Research Methodology	3		3	60	40	100
9.	BUAN6001	Foundation	Modelling with Spreadsheet (N)*		4	2	100		100
			Total	25	04	27	580	280	900

***Modelling with Spreadsheet 100% internals**

Professional Competency Development

PCDs

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
1	HRMG6081	PCD	SKILL SET Soft Skills		2	2	50		50	1
2	VEDC6001	PCD	Value Based Venture Discovery	2		2	100		100	2
			Total	2	2	4	150		150	3

Key: T = Theory classes, P= Practical, SEE – Semester end evaluation, CA – Continuous assessment

Course code: HRMG6091	Course name Management Theory and Organizational Behaviour		L	T	P	S	J	C
SDG No.: 4			3	0	0	0	0	3
Academic Batch	2022-23	Created on	1 st July 2022					

Course Description:

By understanding management theory, basic assumptions about management styles and goals can be assumed and can save time during daily interactions and meetings within an organization

Course Educational Objectives:

1. To understand the basic concepts of Management Theory and Organizational Behaviour
2. To identify the fundamental concepts of Management and Organizational behaviour
3. To acquire knowledge in Management and Organizational Behaviour

UNIT 1

10 hours

Introduction to Management Theory and Practice

Definition of Management, Objectives and Fundamental of management, Prerequisites and Dimensions of Management, Management functions, process, and roles , Management Vs Administration, Management history: Early management, Classical approach

UNIT 2

10 hours

Introduction to Scientific and General Administrative Theories

Introduction to Scientific and General Administrative Theories, Objectives of Behavioural approach, Quantitative approach, Conceptual model of Performance Management System, Contemporary approaches, Social Responsibility of Managers, Planning ,Type of goals and plans; Setting goals - Management by Objectives (MBO); Theories of Goal ,Contemporary issues in planning; Planning process and premises. The decision-making process and its approaches , Directing and Controlling

UNIT 3

10 hours

Organizational Behaviour and Perception

Introduction to Organizational Behaviour And Interpersonal Skills in the Workplace, Definition of Organizational Behaviour. Perception: Personality Definition - Measurement -Determinants - Personality Traits - Myers-Briggs Type Indicator - Big Five Personality Model Perception. Motivation - Equity Theory Applications of Motivation Job Characteristics Model, Types of Variables Pay Programs – Flexible Benefit Nature of Groups -Types of Groups. Leadership – Trait, Theories – Behavioural Theories – Fiedler, Contingency Model -Transformational, Leadership.

UNIT 4**10 hours****Conflict and Organization Culture**

Conflict – Traditional versus Interactionist view of Conflict – Types of Conflict - The Conflict Process, Organizational Structure – Six Elements – Work Specialization -Departmentalization -Chain of Command -Span of Control Centralization and Decentralization –Formalization Bureaucracy - Matrix –Boundary less Organization Organizational Culture –Common Characteristics Functional and Dysfunctional Aspects of Organizational Culture on People -Creating a culture -Importance of Organizational Change Force Field analysis Kurt Lewin’s Three- Step Model –Kotter’s Eight-Step Plan Forces for change -Planned change -Sources of Resistance to change Work stress and its management

UNIT 5**10 hours****Change in Organisation and Stress**

Unplanned Change And issues of change implementation , Managing organizational change Organization Development, Introduction to Stress and process to manage, Sources of Stress , Consequences of Stress, Individual stress, Organizational change Approaches to Managing , Types of manage stress and resistance Lecture Organizational Approaches to change

Text Books:

1. Robbins, S. P., Judge, T., & Vohra, N., "Organizational Behavior," Pearson Education, New Delhi, 2014
2. Heinz Weilrich, Mark V. Cannice& Harold Koontz, "Management a Global and Entrepreneurial Perspectives," Tata McGraw-Hill Education, New Delhi. 2014
3. Harold Koontz, "Essentials of Management," 8th Ed., Tata McGraw-Hill Education, New Delhi, 2014
4. McShane & Von Glinow, "Organizational Behavior", McGraw Hill, New Delhi,2012

References:

1. Coursera Course - Fundamentals of Management
2. <https://www.coursera.org/learn/fundamentals-of-management>
3. Organizational Behavior: How to Manage People
4. <https://www.coursera.org/learn/managing-people-iese>

Course Outcomes:

1. Understand the concept of organizational behavior and Management Dimensions
2. Explain the concepts of Management and Organizational Behavior

3. Analyze the process of Managing people in the organizations
4. Explain the different theories of management and organizational behaviour
5. Evaluate the process of management and organizational behavior

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PSO1	PSO2
CO1	3	0	0	0	1	2	1
CO2	1	2	0	0	0	2	1
CO3	0	3	0	0	2	2	1
CO4	2	2	0	0	0	2	3
CO5	7	0	0	0	1	2	3
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation							

APPROVED IN:	
BOS :<< date >> : 19th May, 2022	ACADEMIC COUNCIL: <<date>>
SDG No. & Statement: 4	
Unit 1and 2 deals with what the roles and responsibilities are important in the management.	
SDG Justification:	
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	

INBS6001	GEO POLITICAL ENVIRONMENT	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>The Geo politics of the world has been fast changing because of globalization and advancement of technology. Every single situation and the event of the world in any corner of the world have influence on every corner of the globe. In the current global canvas India has been playing a vital role as the epi-centre of the global power has tilted towards Asia. In the given context the current course would help understand the global geo-politics. In addition the students would learn the ways to operate business in global political environment. And will be trained to have hands on experience by exposing to real time case studies and articles of importance appeared in Press in the field of geo-politics and international business.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • • To introduce the students to the political and business systems of the emerging market economies • To facilitate the students to understand the cultural, economic and geopolitical environments; and International Relations of emerging markets of the world. • To facilitate the students, understand the regulatory and policy frameworks of the emerging market economies of the Asia Pacific Countries. • Further, to highlight the opportunities and challenges of India in doing business with the selected emerging market economies. • To train them with practical orientation of trading with selected emerging market 							

economies.		
UNIT 1	Introduction to Geo-Political Environment	10 hours
Classical Geopolitics, Critical Geopolitics & Environmental Geopolitics, Borders & Borderlands, Politics of Globalization, Trans-Atlantic Alliance and anti-Americanism of Europe. Heartland and Rim land Theories		
UNIT 2	Geo –Politics of Mid Eurasia	10 hours
Central Asia and New Silk Road (Eurasian Corridor), Geopolitical value of Afghanistan; current situation Pathan Homeland; Durand Line; Pipeline Crossroads.: Siberia, the Caucasus, and Sino-Russian political geography (Fortress Russia). Analyzing the power potential of Eurasia using geographical position, area, and physiography. Choke points: Kyber Pass, Bolens Pass, Chumbi, Roof of the World, Great Northern Wall. Himalayan Watershed (Mother of all the great rivers of South, Southeast and East Asia). Boundary disputes in South Asia- India, Pakistan and China (Kashmir; Sino-Indian Frontier. Case Study: Arunachal Pradesh		
UNIT 3	Supranational organizations in shifting world power cores	10 hours
World Trade Organization (WTO), Organization of the Islamic Conference (largest world religious organization), League of Arab Nations. European Union and U.S. Trade Priorities and United nations Organization, UNSC, North American Free Trade Agreement (NAFTA), Organization of the Petroleum Exporting Countries (OPEC), North American Treaty Organization (NATO) and its role in World Geo Politics. China’s One belt and one Road Initiative. The Quad group, G7 & G20. The New Development Bank (BRICS).Case Study: The Covid-19 health crisis and WHO		
UNIT 4	Maritime Political Geography	10 hours
Atlantic Ocean—Atlantic Community Majority of world’s shipping and trade. Pacific Ocean— Majority of world’s population and land area (Pacific Basin).Indian Ocean—Geopolitically hot (Arabian Gulf, Read Sea, and Arabian Sea). South China Sea—Flash point involving Vietnam,		

China, Indonesia, and Philippines (especially the Spratleys and Pescadores); East China Sea, Yellow Sea. Choke points Hainan Island PRC EEZ versus U.S. EEZ Lines of Maritime and the Law of the Sea. PRC in Panama and the Panama Canal. Case Study: South China Sea		
UNIT 5	Geopolitics and Financial markets	9 hours
Challenges associated with geo political environment and measures to mitigate risks Protectionist Tendencies & emerging trade norms. Euro currency market; Effect of geopolitics on financial market returns; Paradigms of political economy, Ideas and interest groups, imperialism and world system; Financial geography of Europe.		

Text Books:

- The Revenge of Geography (2012): What the Map Tells Us About Coming Conflicts and the Battle Against Fate by Robert D. Kaplan, (ISBN: 9781400069835)
- Why Nations Fail (2012): The origins of Power, Prosperity and Poverty by Acemoglu, Daron and James Robinson, Crown Publishing.
- World Order (2014) by Henry Kissinger (ISBN13: 9781594206146), Penguin Press

References:

- Journal of World Affairs, <http://www.worldaffairsjournal.com/>
- Academy of International Business, <https://www.aib.world/>
- Economic and Political Weekly

Course Outcomes:

- To familiarize the students to acquire and develop conceptual knowledge of different types of environments prevail globally, structures, systems and institutions with suitable global markets entry strategies.
- To identify geopolitical, social, economic (issues) in major world political regions, as well as

underlying reasons of selected inter-state conflicts

- To examine major global and transnational issues that present major threats to the national security, and political and economic stability of the world family of nation-states.
- To deal with the diversity in International politics and relations
- To develop conceptual capacities in students to understand the interface between global geo-political developments and its impact on international business.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	0	1	0			1	1		
CO2	2	2	0	2	2			1	3		
CO3	2	2	2	2	2	1	3				
CO4	2	3	2	3	1	3	2				
CO5	2	3	0	2	1			2	2		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
APPROVED IN:											
BOS :			NA			ACADEMIC COUNCIL			NA		
SDG No. & Statement			16								
SDG Justification:											
NA											

IENT6001	Managerial Economics	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite							
Co-requisite							
Preferable exposure							
<p>Course Description:</p> <p><i>In today's business environment, effective managerial decision making requires use of economic concepts and tools. Business efficiency depends on minimisation of cost and maximisation of production which requires perfect understanding of the economic concepts like demand, supply, production, cost and market conditions. Managerial economics uses economic concepts and principles by emphasising on demand, supply, production and cost analysis and different market structures which are fundamental for further study. This course also introduces important macroeconomic concepts which are indispensable for understanding the functioning of an economy. Knowledge about micro and macro concepts are useful for timely business decisions.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To comprehend the knowledge of key economic concepts which are used for effective business decision-making. • To make use of the conceptual knowledge of demand and supply in pricing decisions. • To combine the knowledge of costs and production to take efficient production decisions • To determine right output and price under different market structures both in private and public sectors. • To recognize the need for various government policies at macro economy level. 							
UNIT 1						9 hours	
<p>Managerial Economics – Nature, scope, Principles of managerial economics – opportunity cost principle, incremental principle, principle of time perspective, discounting principle, equi-</p>							

marginal principle - Differences between managerial economics and micro economics - Importance and application of managerial economics concepts in business decision making.

UNIT 2		11 hours
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Utility, Demand & Supply Analysis: Utility Concept, TU, MU and DMU. Determinants of demand, Types of demand –Law of Demand –Determinants of supply, law of supply - Market equilibrium - Price mechanism/Market mechanism with a graphical explanation. Elasticity of demand, types of elasticity, methods to measure elasticity –. Demand forecasting – Methods of demand forecasting -Qualitative Methods and - Quantitative methods.

UNIT 3		9 hours
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Production and Cost Analysis: Production function, Laws of Production - Short run production function - Iso-quants - Iso-cost line - producer’s equilibrium, expansion path. Long run production function- Law of returns to scale. Cost - Cost concepts and classifications, Cost output relation - short run cost output relationship, long run cost output relationship, Learning curve. Economies of scale, dis-economies of scale and economies of scope.

UNIT 4		8 hours
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Market Structure - Basis for classification of market power, kinds of competitive market, Effect of time on supply – Very short run supply curve, short run supply curve and long run supply curve. Price and output decisions in perfect competition. Price and output determination in monopoly market. Price and output determination in monopolistic market. Price and output determination in Oligopoly market. Market Failures – public goods, social goods, merit goods, administered prices (ceiling price and floor price) and Externalities – Positive and negative externalities. Fundamentals of Internalization of externalities .

UNIT 5		8 hours
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Macroeconomics - Macroeconomic indicators-GDP growth rate, consumer price index, interest rate, unemployment, foreign exchange rate, Balance of payments (BOP) - National Income- Concepts of national income (GDP, GNP, NDP, NNP, Personal Income, Personal Savings, Disposable personal Income, Discretionary income) - Methods of calculating national income – Product Method- Final good and Value added method, Income method, Expenditure Method and Social Accounting Matrix, GDP at Purchasing Power Parity (PPP) - Inflation- causes-demand

pull and cost push inflation, measures to control inflation, business cycles -phases of business cycles and measures to control business cycles - Stabilization policies – Monetary Policy and Fiscal Policy.

Text Books:

- Geetika, P.Ghosh, P.R.Choudhury, Managerial Economics, Mc Graw Hill Education Private Limited, New Delhi, 2018/Latest Edition.
- Dominick Salvatore, Seventh Edition, Adapted Version, Oxford Publication, New Delhi, 2014/Latest Edition.
- Dr.D.N.Dwivedi, Managerial Economics, Vikas Publishing House, New Delhi, 2015/Latest Edition.

References:

- Paul G. Keat, PhiliK. Y. Young, Sreejata Banerjee, "Managerial Economics", Pearson, New Delhi, 2012/Latest Edition.
- Paul A. Samuelson, William D. Nordhaus, Managerial Economics, McGraw-Hill/Irwin, New York, 2015/latest Edition

Course Outcomes:

- Apply the essential concepts and principles of managerial economics in business decisions.
- Demonstrate the knowledge of demand and supply conditions in the market.
- Comprehend the skills to examine and estimate the production and cost behaviour in short run and long run for analysing the effect of economies and dis-economies of scale on the business.
- Illustrate competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products and the structures of the Markets.
- Acquire the knowledge of macroeconomic variables and apply the data for forward planning

and decision making in the dynamic environment.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	2	0	2	1			1	2		
CO2	2	2	0	1	1			1	2		
CO3	2	2	1	0	1			1	1		
CO4	3	2	1	0	0			0	1		
CO5	2	2	1	1	1			0	1		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
APPROVED IN:											
BOS :			19th,May,2022			ACADEMIC COUNCIL					
SDG No. & Statement			12								
Ensure sustainable consumption and production patterns.											
SDG Justification:											
Ensure sustainable consumption and production patterns. The use of services and related products, which respond to basic needs and bring a better quality of life while minimizing the use of natural resources and toxic materials as well as the emissions of waste and pollutants over the life cycle of the service or product so as not to jeopardize the need of future generations. (SCP, 1994)											

INBS6011	EXIM MANAGEMENT	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Export Import Management is part of international business and it is an important activity of global economic and trading environment. The objective of this course is to inculcate a strong understanding of the export import process and procedures to follow. The students will be able to understand the role of various export promotion councils in promoting exports. In addition the students will also be able to map the exchange of commodities from one country to another and know the nuances of export import procedures.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • Understand the role of exports and imports process in international business. • Explore the role of export management and trade procedures in international trade. • Evaluate strategies and solutions to problems in export markets and export incentives schemes. • Understand the risks in export cargo loss and tampering the cargo and evaluate mitigation strategies. • Understand the role of Export organization in promoting trade. 							
UNIT 1	Introduction Foreign Trade Policy Framework					10 hours	
<p>Foreign Trade Policy framework, objectives of Foreign Trade Policy, and overview of the Policy. Export Promotion Schemes, Export Facilities, Licenses & Incentives. Special Economic Zones, Status holders 100% EOUs</p>							
UNIT 2	Export Contract and International Commercial Terms					10 hours	

Export contract, Terms of Delivery, INCOTERMS 2010, Payment Terms: Documentary Collection & Export Costing, Export Finance, Documentary Credits, Uniform Customs and Practice for Documentary Credits (UCPDC), Uniform Rules for Collection (URC 522) in India		
UNIT 3	Key Risks in International Trade (Transit Risk, Credit & Country Risk)	10 hours
Types of Risks in International Trade: Transit Risks covered by Marine Cargo insurance, Credit & Country Risks Management covered through Export Credit Insurance by Export Credit Guarantee Corporation of India and role of ECGC in export credit risk management		
UNIT 4	Need and Importance of Export Documentation	10 hours
Export documentation, need and importance of documentation, study of three types of documentation process (Commercial documents, Regulatory documents, Incentive Documents) A step-by-step approach to shipment process an export order		
UNIT 5	Import Regulations and Procedures of Customs Clearance	10 hours
Imports, Regulations, Open General and Special Licenses, Customs Act 1962, Rules of origin, Valuation, Assessment procedure Customs Tariff, Import Clearance procedure: Documentation, Customs House Agents (CHA)		

Text Books:

- Import- Export - How to get started in international trade , Author: Carl A. Nelson
- Paul R Krugman & Maurice Obstfeld - International Economics

References:

- <https://economictimes.indiatimes.com/news/economy/foreign-trade>

Course Outcomes:

- The course aims to provide a comprehensive view of Export-Import Management
- Relevant procedures with practical inputs are given to understand the operational

procedures and documentation formalities

- To enable student to be an integral part of Export-Import Management division of any organization
- To enable the students to efficiently manage processing of export orders and import clearances with an understanding of; International Trade practices aligned with World Trade Organization (WTO), World Customs Organization (WCO), International Trade Control and Harmonizing System (ITC HS) Norms, Export Inspection Agency (EIA) norms.
- Explore the role of Export organization in promoting trade.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	0	1	0			0	0		
CO2	2	2	0	2	2			0	2		
CO3											
CO4											
CO5											
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
APPROVED IN:											
BOS :							ACADEMIC COUNCIL				
SDG No. & Statement											
Share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries											
SDG Justification:											
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all											

ACCN6001	Accounting for Managers	L	T	P	S	J	C
		4	0	0	0	0	4
Pre-requisite	Bridge Coursework on Accounting and Finance offered by GSB Co-requisite: Fundamentals of Accounting- University of Illinois						
Co-requisite							
Preferable exposure							
Course Description:							
<i>This course introduces the student to financial transactions that are the accounting framework's backbone. Knowledge in Financial Accounting, cost accounting, and management accounting enables managers to understand and interpret financial reports essential for financial decision making and enables effective controlling and managing of a business.</i>							
Course Educational Objectives:							
<ul style="list-style-type: none"> • To learn the various assumptions, terms and limitations of financial accounting • To enable comprehension of financial statements and reports • To equip with the tools of financial statement analysis • To apply cost management ideas in determining product/service cost and in making business decisions with emphasis on Marginal Costing and Activity based costing • To prepare budgets for business decisions. 							
UNIT 1	Basics of Accounting						15 hours
Financial Accounting: Book-Keeping– Double Entry System –Accounting Concepts and Conventions. Accounting Equation – Preparation of Profit and Loss a/c and Balance Sheet using the accounting equation. Basics of IFRS.							
UNIT 2	Financial Statement Analysis						17 hours
Financial Statement Analysis: Concept, objectives, and types. Ratio analysis – the study of liquidity, solvency, and profitability ratios. Funds Flow Analysis: Uses and preparation of funds flow statement. Cash Flow Analysis: Uses and preparation of cash flow statements.							

UNIT 3	Cost Accounting	8 hours
Cost Accounting: Elements of Cost – Types of Costs – Preparation of Cost Sheet – Special work orders. Activity-Based Costing (ABC): Concept of ABC – Categories in activity-based costing- allocation of overheads under ABC – Benefits and Limitations of Activity Based Costing.		
UNIT 4	Marginal Costing	12 hours
Marginal Costing: Marginal Cost and Marginal Costing – Importance. Break-Even Analysis: Cost Volume Profit Relationship – Application of Marginal Costing Techniques – Fixing Selling Price, Make or Buy, Accepting a Foreign Order, and Deciding Sales Mix.		
UNIT 5	Budgeting and Budgetary Control	9 hours
Budgeting and Budgetary Control: Definitions of Budget, Budgeting, and Budgetary Control – Need for Budgetary Control – Types of budgets – Preparation of Production Budget, Sales Budget, Cash Budget, and Flexible Budget –Zero-based Budgeting.		

Text Books:

- SN Maheswari, Suneel Maheshwari and Sharad Maheshwari , Financial Accounting, 5 Edition, Vikas Publishers
- Khan and Jain, Management Accounting, 5th Edition, Graw Hill
- SP Jain, Narang, Agarwal and Sehgal, Cost Accounting, Kalyani Publishers.

References:

- Robert N. Anthony, David Hawkins, Kenneth A. Merchant, and Prakash Singh (2019). Accounting: Texts and Cases. McGraw Hill, 13th Ed.
- S.N. Maheshwari, S.K. Maheshwari and CA S.K. Maheshwari (2016). Accounting for Management. Vikas Publishing House, 3rd Ed. Noida
- Mohammad Hanif and Amithaba Mukherjee, Financial Accounting –I , 4th Edition, Tata

Mc.Graw.

- Maheshwari and Maheshwari, Accounting for Management, 4th Edition, Vikas Publication

Course Outcomes:

- To apply the terminologies and concepts of accounting and Prepare final accounts
- To analyse and interpret the accounting information of financial statements by financial statement analysis
- To prepare cost sheet using the accounting information that is relevant for business
- Apply various costing techniques to relevant business decisions
- To develop the budgets and performance reports for planning and control purposes

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2			3							
CO2	1	2		2				3	1		
CO3								1	1		
CO4		2	1		1				2		
CO5	1		2		1				2		

Note: 1 – Low Correlation 2 – Medium Correlation 3 – High Correlation

APPROVED IN:

BOS : 19th, May, 2022 **ACADEMIC COUNCIL**

SDG No. & Statement 4

SDG Justification:

As the course is the foundation for understanding financial performance, the course introduces the topics with pedagogy that is designed to include all types of students. This will ensure that every learner achieves the desired outcomes and receives a quality education.

OPTS6001	QUANTITATIVE TECHNIQUES	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>This course deals with some basic mathematical and statistical concepts and methods common in business applications. The focus is on parametric techniques used to describe and compare samples and populations. The course discusses the importance of some bivariate and multivariate methods and their applications to the business world.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To understand the basic concepts of Contracts, Sale of goods, Agency, etc. • To acquaint with special legislation dealing with business transactions • To evaluate with special Case laws dealing with business transactions • To analyze the recent amendments dealing with business Legislation • To elucidate the process of formation and winding up of a company 							
UNIT 1	Introduction to Basic Mathematics						10 hours
<p>Linear Equations in two variables, Basics of Permutations, and combinations (non-reputation), Differentiation, Derivatives – First order and Second order Derivatives, Maxima & Minima, Integration, Business applications of Derivatives and Integration. (Note: Exclude Trigonometric and Logarithmic functions in derivatives and integration and chain rule in integration)</p>							
UNIT 2	Measures of Central Tendency & Measures of Dispersion						13 hours

Introduction, Merits, Demerits, Applications. Mean, Geometric Mean, Harmonic Mean, Weighted Mean, Combined Mean, Median, Mode, Standard Deviation, Coefficient of Variance, and Combined Standard Deviation for grouped and ungrouped data, Skewness and Kurtosis.		
UNIT 3	Correlation & Regression analysis	12 hours
Positive & Negative correlations, Karl Pearson correlation coefficient, Linear regression, Regression Coefficients & Properties, Linear regression model, simple linear regression, coefficient of determination, testing for significance, estimates through simple regression equation.		
UNIT 4	Forecasting	12 hours
Introduction to Time Series Analysis, Cyclic Variation, Seasonal Variations, types of seasonal effects, smoothing Methods-moving averages, weighted moving averages, exponential smoothing, trend projections Linear Trend.		
UNIT 5	Probability & probability Distributions	13 hours
Probability concepts, axioms, Baye's theorem, Random Variables, Mathematical Expectation, Discrete Distributions-Binomial distribution and Poisson distribution, Continuous Distributions-Normal distribution.		

Text Books:

- Statistics for Management, Levin et al., Pearson.
- Statistics for Business and Economics, Anderson et al., Thomson South Western pub.

References:

- Business Statistics - A First Course, Levine, Krehbiel and Berenson, Pearson Education.
- Business Statistics Using Excel, David and Pecar, Oxford Univ. Press

- Business Mathematics, R.C. Joshi , Jalandhar: New Academic Publishing Co.

Course Outcomes:

- Understand and analyze the properties of Calculus
- Develop the ability to interpret statistical analysis tools commonly used in the workplace
- Learn how many business decisions depend on knowing the specific relationship between two or more variables
- Understand the different approaches to forecasting that can be applied in business
- Apply the concepts of probability distributions to real life problems

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	1	1			1	2		
CO2	3	3	1	2	2			1	2		
CO3	3	3	1	2	2			1	2		
CO4	3	3	1	1	2			1	2		
CO5	3	3	1	1	2			1	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS : 19th,May,2022 **ACADEMIC COUNCIL**

SDG No. & Statement 8

Decent Work and Economic Growth

SDG Justification:

Statement: The modules and topics mentioned in this course are designed to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

HRMG6021	Business Laws	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite							
Co-requisite							
Preferable exposure							
<p>Course Description:</p> <p><i>To promote the business, the government always updates the rules and regulations for companies from time to time as it helps the community to grow together. Accordingly, it is essential to know about modernized governmental policies and rules. Therefore, if any business wants to work without hurdles, an entrepreneur should be up to date with governmental laws. It is not uncommon for business management trainees to ignore the importance of learning about business law during their training. As a result, they enter the corporate world without having a thorough understanding of the various laws and the role of legal professionals in establishing and running a venture. However, being aware of the multiple laws that govern their experience can help these new entrepreneurs understand their organizations' legal needs.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To understand the basic concepts of Contracts, Sale of goods, Agency, etc. • To acquaint with special legislation dealing with business transactions • To evaluate with special Case laws dealing with business transactions • To analyze the recent amendments dealing with business Legislation • To elucidate the process of formation and winding up of a company 							
UNIT 1	Significance of Indian contract Act					7 hours	
<p>Meaning of a Contract – Contract and Agreements – Essential Elements of a Valid Contract – Offer and Acceptance – Free Consent – Capacity of Parties to a Contract – Lawful Consideration – Types of Agreements – Types of Contracts – Breach of a Contract – Remedies – Discharge of a Contract – Quasi Contract</p>							

UNIT 2	Significance of Indian Sale of Goods Act 1930	10 hours
Sale and Agreement to a Sale – Contract of Sale – Goods – Ascertained and Identified Goods – Conditions and Warranties – Caveat Emptor Exemptions – Unpaid Seller – Rights and Remedies – Auction Sales – Transfer and Conditions to Transfer of Goods-Creation of Agency – Types of Agents – Rights and Duties of Principal – Agents – Rights of Third Parties against Agents – Termination of Agency – Partnership Act 1932-Meaning – Scope of Partnership – Registration of a Partnership – Kinds of Partners – Rights – Duties of Partners – Dissolution of Partnership.		
UNIT 3	Consumer Protection Act 2019	9 hours
Consumer-Commercial Consumer – Basic Rights of Consumers – Consumer Redressal Forum – Complaints – Procedure of Complaints – Penalties – Latest Amendments		
UNIT 4	Information Technology Act-2000	10 hours
Objectives and Salient Features of Act – Applicability of the Act – Offenses under the Act – Latest Amendments to Act		
UNIT 5	Company Law	9 hours
Definition and kinds of companies – Formation and advantages of Incorporation of a Company – Memorandum of Association – Articles of Association – Prospectus – Types of Prospectus – Annual General Meeting – Statutory Meeting – Dissolution of a Company – Winding up of a Company.		

Text Books:

- Avatar Singh, "Business Laws", Eastern Book Company, Lucknow, 2014
- Maheshwari & Maheshwari, "Business Laws", Himalaya Publishing Company, New Delhi, 2013
- Akhileshwar Pathak, "Legal Aspects of Business", Pearson, New Delhi, 2014

References:

Course Outcomes:

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	2	1			0	2	3	
CO2	1	1	2	2	2			1	1	1	
CO3	3	2	3	2	2			1	0	0	
CO4	1	2	2	1	1			1	2	2	
CO5											
Note: 1 – Low Correlation 2 – Medium Correlation 3 – High Correlation											
APPROVED IN:											
BOS :			19 th , May, 2022			ACADEMIC COUNCIL					
SDG No. & Statement			8								
Decent Work and Economic Growth											
SDG Justification:											
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all											

OPTS6011	Business Research Methodology	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Research methodology is the systematic and scientific method of how to review and research a topic. It starts with identification of the problem and continues with sample design, data collection, analysis and report. It is extensively used to find a solution to a problem and enhance knowledge. Continuous growth is one of the key challenges for business, which needs innovative ideas and solutions to stagnation in growth. Research is a valuable tool for businesses to identify potential avenues for growth and solutions to problems. Understanding the methodology to be adopted when researching is, therefore, very crucial for businesses.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To understand the formulation of research problem and hypotheses • To learn critical analysis, problem solving and research skills • To enable students to understand the rationale for using a particular qualitative and quantitative research method • To enable students to understand various methods to select appropriate research designs and methods to investigate their chosen research problems 							
UNIT 1	Introduction to Research Methodology						10 hours
Importance of research methodology, types of research methods, research process, identification of the problem, hypothesis formulation, types of research design.							
UNIT 2	Sample design						13 hours
Census Vs Population, determination of sample size, sampling techniques- data collection - primary data, secondary data- methods of collecting primary data: Interview, observation							

techniques, and questionnaire, and Sources of secondary data. Guidelines and design of questionnaire: Levels of measurement scales and scaling techniques.		
UNIT 3	Data Processing & Reporting writing	12 hours
Data processing: Editing, coding, classification, tabulation, diagrammatic and graphical representation of the data using Excel/SPSS; Interpretation; Report Writing – Importance of Report, types of reports, report preparation – report format, report writing, guidelines for tables and graphs; presentation of reports.		
UNIT 4	Hypothesis Testing & Parametric tests	12 hours
Components of hypothesis, Hypothesis testing procedure, parametric tests Z test, t distribution (single, independent, paired sample tests), ANOVA - one way and two ways test. (With numerical Problems)		
UNIT 5	Non-Parametric tests & Multivariate Analysis	13 hours
Non-Parametric tests- Chi-Square test, Mann-Whitney 'U' test, Kruskal-Wallis test (with numerical Problems). Introduction to multivariate analysis, discriminant Analysis, factor analysis (only theory and application)		

Text Books:

- Ranjith Kumar, Research Methodology- A step by step guide for beginners, SAGE publishers, Latest Edition.

References:

- Malhotra, N. (2019). Marketing Research: An Applied Orientation, 7th Edition, Pearson Education Limited.

Course Outcomes:

- To understand the formulation of research problem and hypotheses
- To learn critical analysis, problem solving and research skills
- To enable students to understand the rationale for using a particular qualitative and quantitative research method

- To enable students to understand various methods to select appropriate research designs and methods to investigate their chosen research problems

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	2	2	2			2	2		
CO2	3	3	2	2	2			2	2		
CO3	3	3	2	2	2			3	2		
CO4	3	3	2	2	2			2	2		
CO5											
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
APPROVED IN:											
BOS :			19th, May, 2022			ACADEMIC COUNCIL					
SDG No. & Statement			8								
Decent Work and Economic Growth											
SDG Justification:											
The modules and topics mentioned in this course are designed to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all											

BUAN6001	MODELLING WITH SPREADSHEETS	L	T	P	S	J	C
		0	4	0	0	0	2
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>With the information age, lots of data is generated by organization which becomes one of the important assets of any organization. Spreadsheets are used by executive and execution audience, they allow data storage, visualization, analysis as well as automations – and hence all aspects of modeling can be covered in MS Excel.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To provide an understanding of basic concepts in Excel • To provide hands on experience in working with what if analysis tool • To provide hands on experience in using Excel as analytic tool 							
UNIT 1	Introduction to Excel						8 hours
Basic operations in MS Excel: Worksheet Management, Cell referencing, Building formulas, Sorting, Filters, Conditional Formatting, Working with Charts, Functions in Excel							
UNIT 2	What - if Analysis and Pivot Tables						8 hours
Data Tables, Scenario Manager, Goal Seek, Pivot Tables and Pivot Charts							
UNIT 3	Visualization and Statistical Analysis						8 hours
Data Visualization, Visualization tools in Excel, Other data visualization tools, Descriptive statistics in Excel, Statistical inference – Hypothesis testing, Analysis of Variance (ANOVA), Chi Square test for independence							
UNIT 4	Regression Analysis						8 hours
Trend lines and Regression Analysis, Forecasting Techniques, Monte Carlo simulation – Concept, Usage in Excel							
UNIT 5	Optimization						8 hours

Linear Optimization – Concept, Applications, Integer Optimization, Solver in Excel
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Text Books:

- Wayne L. Winston, Microsoft Excel - Data Analysis and Business Modeling, Prentice Hall of India

References:

- Paul Mcfedris, Excel Data Analysis Visual Blueprint, Wiley

Course Outcomes:

- Perform basic operations in MS Excel
- Perform What-if analysis for a business situation
- Use Excel as a descriptive analytics tool
- Use Excel as a predictive analytics tool
- Use solver to solve optimization problems

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	2	0	0	2			1	1		
CO2	2	3	0	0	3			1	2		
CO3	2	3	0	0	3			1	2		
CO4	2	3	0	0	3			1	2		
CO5	2	3	0	0	3			1	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :	17th,May,2022	ACADEMIC COUNCIL	17th June, 2022
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SDG No. & Statement	4		
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Quality Education

SDG Justification:

The modules and topics mentioned in this course are designed to ensure all-inclusive and thorough education with equity for all persons and promote learning opportunities at all times.

Semester-II

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor Lead Courses										
1	IENT6031	Core	International Economics	3		3	60	40	100	3
2	OPTS6031	Core	International Trade Logistics	3		3	60	40	100	3
3	OPTS6001	Core	Operations Research	3		3	60	40	100	3
4	FINA6001	Core	Financial Management	3		3	60	40	100	3
5	MKTG6001	Core	Marketing Management	3		3	60	40	100	3
6	OPTS6021	Core	Operations Management	3		3	60	40	100	3
7	HRMG6031	Core	Human Resource Management	3		3	60	40	100	3
8	MKTG6011	Core	Services Management	3		3	60	40	100	3
9	BUAN6011	Core	Business Analytics		4	4	100		100	2
10	VIVA6999	SkillBased	Year End VIVA-VOCE				100		100	1
			Total	24	4	28	680	320	1000	27

Professional Competency Development

PCDs

S. No.	Course Code	Course Level	Course	Sessions			Marks			Credits
				T	P	Total	CA	SEE	Total	
Instructor Lead Courses										
1	HSMCH102	Value	Universal Human Values*	3		3*	100		100	P/F
2	HRMG6071	Skill Set	Current Business Affairs	1		1	50		50	1
3	INTN6001	Value based	Social Project**				50		50	1
4	HRMG6061	Skill set	Student Club activities -2		1	1	50		50	1
			Total	4	1	4	250		250	3

Key: T = Theory classes, P= Practical, SEE – Semester end evaluation, CA – Continuous assessment

IENT6031	INTERNATIONAL ECONOMICS	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Focuses on international trade in goods, services, and capital. Further gives useful insights on trade operations, international management, international economics and finance, and international competence.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • The factors that determine trade between countries: labor productivity, labor intensity, technology, skills, etc.; protectionism and new trade policies of developed and developing countries; • Impact of global trade patterns on developing countries including • Impact of exchange rate regime and global financial crisis on trade; • The new world trading system, International markets, and its implications on the developing world. • To understand the regulatory framework of the International economy 							
UNIT 1	Introduction to Trade theories					10 hours	
Trade Patterns: Mercantilism and New Mercantilism; Explanations of trade patterns – Absolute and comparative advantage – Calculations of Gains of Trade. Factor endowment Theory & Factor Price Equalization Theory; Innovations and R&D; Intra industry trade; Uppsala Model, Tariffs and effective rate of protection & its calculation. (Case: Germany’s Competitiveness)							
UNIT 2	Foreign Exchange Markets & Quantitative Easing					10 hours	
Emerging Markets: Impact of Quantitative Easing (QE) and its tapering on emerging markets – short-term capital movements – Impact on exchange rates - scope for coordination with							

<p>developed economies; Exchange rate changes and Impact on trade – Elasticities (Marshall-Lerner condition and empirical estimates) – lags in impact (J-curve). (Case: Recent Terms of Trade of Developing Countries)</p>		
UNIT 3	Trade and Development & WTO	10 hours
<p>Trade and Development, and WTO Issues: Global trade; Trade as engine of growth debate – Terms of trade of developing economies -Fallacy of Composition Adding-up problem and Illustration of Flying-geese model; Regional economic arrangements; WTO issues - Functions and basic principles - anti-dumping, subsidies and countervailing duties, safeguards - agriculture – GATS – TRIPS - plurilateral agreements. (Cases: Flying Geese Model of Trade, ADD on India Shrimps, GI Status for Indian Products)</p>		
UNIT 4	Global Economic Slowdown	10 hours
<p>Global economic slowdown –Double-dip recession - Euro zone crisis; capitalism and rising inequality; Middle-income trap (between low-skills and innovation) – Impact of Covid Health crisis on World trade; Resurgence of Japan.</p>		
UNIT 5	International Monetary Systems	10 hours
<p>Global Finance: International monetary system – Bretton Woods - fixed vs. flexible exchange rates - International financial architecture; International capital movements; Renminbi as an international currency; Management of foreign exchange reserves – Investing in US Treasury Bills . (Case: India’s Exports of Select Products & Exchange Rate)</p>		

Text Books:

- Dominick Salvatore, International Economics, (John Wiley, Latest Edition)
- Krugman & Obstfeld, International Economics, (Pearson Education)

- Sprinkle & Sawyer, International Economics (Eastern Economy Edition)
- Kumagai, Satoru (2008), A Journey through the Secret History of the Flying Geese

References:

- Journal of World Affairs, <http://www.worldaffairsjournal.com/>
- Academy of International Business, <https://www.aib.world/>
- Economic and Political Weekly

Course Outcomes:

- Understand the regulatory and policy frameworks of Global Economy.
- To understand the economic and business environment of the world economy
- To identify the prospects and challenges of the Global Business Environment
- Understand the evolution and progress of International Trade theories.
- Understand the regulatory framework of the International economy

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	0	1	0			1	1		
CO2	2	2	0	2	2			1	3		
CO3	2	2	2	2	2			1	3		
CO4	2	3	2	3	1			3	2		
CO5	2	3	0	3	1			2	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

ACADEMIC COUNCIL

SDG No. & Statement

SDG Justification:

NA

OPTS6031	INTERNATIONAL TRADE LOGISTICS	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>In a business environment where world economies are depended on global trade for survival and sustenance, logistics that supports the exchange of goods and services among countries has evolved as a key pillar for economic success. This course helps a student to understand the nuances of logistics in the dynamic international trade arena. Students would be exposed to various modes through which the key players in logistics industry are contributing to the success of international trade. Students are expected to gain insights into the various gamuts of logistics sector and their key roles and challenges in ensuring smooth flow of international trade.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To create awareness on the role of logistics in maintaining balance between demand and supply of goods across the world. • To demonstrate how logistic sector assures time, place, and form utility to the players in global business. • To impart on the mechanism of multimodal transportation systems and how it provides the end-to-end services to global business operators. • To sensitize on risk identification and management involved while dealing with global logistics services. • To apprise on the implications of regulatory framework involved in international trade logistics. 							
UNIT 1	Introduction to International Trade Logistics (ITL)					8 hours	

<p>Meaning, evolution and need for ITL – ITL as a mode for balancing demand and supply for products & services. ITL as central function. Interfaces between marketing and logistics functions for ITL. Integrated logistics services, evolution of 3rd party service providers.</p>		
UNIT 2	Sub-systems in Trade Logistics	9 hours
<p>Material handling and unitization of cargo. Packing warehousing, transportation systems. Choice of transportation mode, innovations and developments influencing choice of transport, selection criteria. Transportation principles, functionality, and cost factors. Role of intermediaries in trade logistics. Freightling principles and practices in trade logistics.</p>		
UNIT 3	International Transport Infrastructure:	8 hours
<p>Status of various transport infrastructure - Road Infrastructure, Rail Infrastructure, Inland waterways, Pipeline infrastructure, Ports and Shipping Infrastructure, Civil Aviation Infrastructure.</p>		
UNIT 4	Risks & Risk Mitigation in International Trade Logistics	8 hours
<p>Sources and types of risks in ITL. Risks assessment and management by exporters, importers. Cargo insurance and claim procedure. Principles of cargo insurance.</p>		
UNIT 5	Contemporary issues in International Trade Logistics	8 hours
<p>Discussions on reports published by United Nations Conference on Trade and Development (UNCTAD), World Bank on international trade logistics and maritime trade.</p>		

Text Books:

- Ram Singh, International Trade Logistics, 1st edition 2015, Oxford India Publications.
- Bowersox and Closs, Logistical Management, the integrated Supply Chain Process, TMH House.

References:

- Chase, Shankar, Jacobs Operations and Supply Chain Management, 12th Edition, McGraw Hill.
- Martin Christopher, 2005, Logistics & Supply Chain Management: creating value-adding networks, FT Press / Prentice Hall / Pearson Education.

Course Outcomes:

- Understand logistics for managing demand and supply of goods and services in international trade.
- Explain utility of logistics services in international trade.
- Analyse multimodal transportation networks.
- Assess and mitigate risk in international trade logistics.
- Demonstrate an ability to Understand the implications of regulatory framework involved in international trade logistics.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	1	1	2	0			3	1		
CO2	1	2	1	1	0			2	1		
CO3	2	3	1	0	1			2	1		
CO4	2	1	1	1	1			3	2		
CO5	1	1	1	1	1			1	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS : NA **ACADEMIC COUNCIL** NA

SDG No. & Statement NA

NA

SDG Justification:

NA

OPTS6001	Operations Research	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>This course will introduce you to some deterministic and probabilistic models in Operations Research. The course will focus on mathematical modelling and strong emphasis will be given to model formulation. The deterministic models include linear programming problems, transportation problems and Assignment's problems whereas Game theory, Simulation and Network models are covered in probabilistic models.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To familiarize students with the basic concepts, models and principles of the operations research theory. • To develop skills in formulating and structuring decision-making problems as mathematical models. • To understand the use of software for obtaining solutions of the models formulated and interpretation of results for better decision making. • To use Excel-Solver software to solve the proposed models. 							
UNIT 1	Introduction of Operation Research						10 hours
History and evolution, nature, characteristics, scope, and role of Operations Research in decision making. Management applications of Operations Research. Introduction to Model Building.							
UNIT 2	Linear Programming						12 hours

Basic concepts of Linear Programming, formulation of a Linear Programming, solution by graphical method, simplex method by maximization case, minimization case (Big-M method), sensitive analysis and duality. Analyzing the solutions through Excel-SOLVER.		
UNIT 3	Transportation & Assignment Problems	8 hours
Transportation Problems - Introduction, Basic feasible solutions by various methods: North-West, least Cost and Vogel's Approximation. Test for Optimality using MODI method. Assignment Problems – Introduction, Solution using Hungarian method.		
UNIT 4	Game Theory and Simulation	5 hours
Game theory: Introduction, Two Person Zero Sum Games, Pure Strategies, Dominance Principle, Graphical; Simulation: introduction, types of simulation, generation of random numbers, Monte Carlo Simulation, and waiting lines.		
UNIT 5	Network Scheduling by PERT / CPM	10 hours
Introduction, network and basic components, logical sequencing, rules of network construction, Critical Path Analysis, probability considerations in PERT, distinction between PERT and CPM.		

Text Books:

- Quantitative Techniques in management (5e) – N D Vohra, TMH.
- Introduction to Operations Research- Hillier, F. S. and Lieberman, G. J. (8th ed.), New York: McGraw-Hill.

References:

- Operations Research: An introduction-Taha, H., Pearson Education.
- Quantitative methods for Business, Anderson et. al. 12e, Cengage

Course Outcomes:

- Recognize, classify and use of various models for solving a problem under consideration
- Know the components and formulation of linear programming problem (LPP).
- Handle unbalanced transportation and assignment problems

- Know the commonly observed game models and understand simulation.
- Know the use of the techniques of PERT and CPM in project management

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	2	1	1	1	NA	NA	1	2	NA	NA
CO2	3	3	2	2	1	NA	NA	1	2	NA	NA
CO3	2	3	1	1	1	NA	NA	1	2	NA	NA
CO4	2	3	1	1	2	NA	NA	1	2	NA	NA
CO5	3	3	2	1	1	NA	NA	1	2	NA	NA
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
APPROVED IN:											
BOS :			19th,May,2022			ACADEMIC COUNCIL					
SDG No. & Statement			8								
SDG Justification:											

FINA6001	Financial Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Financial management is one of the most important aspects of a business. In order to start up or even run a successful business, you will need excellent knowledge of financial management. Knowledge of Financial Management will help organisations in planning and acquisition of funds; effectively utilising and allocating the funds received or acquired; making critical financial decisions; improving the profitability of organisations and increasing the overall value of the firms or organisations.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To introduce time value of money and risk return trade off • To familiarize students with assumptions and concepts underlying the decision making. • To impart knowledge on capital structure, capital budgeting, working capital and dividend decisions • To impart critical thinking skills in the area of capital budgeting and capital structure 							
UNIT 1	Introduction						6 hours
<p>Nature, Scope, Goals and organization of finance function -The finance function and its interlinkages with other functional areas of management -Finance Vs Accounting, Corporate Finance Vs Financial Management - Time value of money – PV and FV in case of lumpsum, Annuities and Uneven Cashflows- Introduction to measurement of Risk and Return.(NP)</p>							
UNIT 2	Cost of Capital and Capital Structure (Financing Decision)						10 hours

Sources of Finance for Business–Classification of markets- Concept of Cost of Capital –Cost of equity, debt and WACC- Theories of Capital Structure –Factors affecting Capital Structure Decision- Introduction to leverage- Types of leverages and Measurement. (NP)		
UNIT 3	Investment Decisions (CAPEX)	8 hours
Phases of Capital Expenditure Decisions, Capital Budgeting Process - Estimating cash flows for capital budgeting - Capital Budgeting Techniques for decisions making - Introduction to Risk Adjusted Capital Budgeting Techniques.(NP)		
UNIT 4	Working Capital Management	8 hours
Meaning of Working capital – Factors influencing working capital – Estimating working capital requirement- Managing various components of Working Capital: Cash and Marketable securities management; Accounts Receivable and inventory management- EOQ- Reorder levels – Inventory cycle - Operating cycle – Cash Conversion cycle – Sources of financing working capital (NP)		
UNIT 5	Dividend Decisions	6 hours
Factors influencing dividend decisions-Classification of dividends – Theories of Dividend – Walters and Gordon Model- MM Model.(NP)		

Text Books:

- I.M. Pandey., Financial Management. Vikas Publications Print. New Delhi: 2009.
- M.Y. Khan & P.K. Jain., Financial Management. Tata McGraw Hill. New Delhi: 2010

References:

- J.C. Van Horne., Fundamentals of Financial Management. Pearson Education. New Delhi: 2010.
- S.N. Maheswari., Financial Management. S Chand Publications. New Delhi: 2006

Course Outcomes:

- Describe business environment using PESTEL frame work and SWOT analysis.
- Examine Business applications in the light of social and technological factors.
- Relate business decisions to economic system and legal aspects.
- Analyze various economic policies and its implication on business environment.
- Evaluate business practices in the context of international trade environment.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	0	0	0	0	NA	NA	1	0	NA	NA
CO2	0	1	0	3	0	NA	NA	0	2	NA	NA
CO3	0	0	2	1	0	NA	NA	1	0	NA	NA
CO4	0	3	0	0	1	NA	NA	0	2	NA	NA
CO5	3	2	0	2	1	NA	NA	2	1	NA	NA
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
APPROVED IN:											
BOS :			19th,May,2022			ACADEMIC COUNCIL			NA		
SDG No. & Statement			8								
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.											
SDG Justification:											
Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity, and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services. Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all.											

MKTG6001	Marketing Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Coursera - Introduction to Marketing, University of Pennsylvania						
Co-requisite	NIL						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Marketing helps to communicate the value of a product or service to the consumer, with the aim to sell the product. Marketing Management is a discipline focused on the application of marketing techniques and the management of marketing resources and activities. It is important to gain insights into the dynamic nature of the markets and the ways and means to manage them, using theoretical knowledge and its applicability in the field. The importance of the 4 Ps of Marketing, i.e. Product, Pricing, Promotion and Place can never be undermined.</i></p> <p><i>This course provides an overview of marketing processes and marketing principles and provides students with the opportunity to apply the key concepts to practical business situations</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To explain the conceptual framework of marketing and its application in “the real world” • To apply marketing concepts to make business decisions under various environmental constraints • To illustrate the functionality and application of elements of Marketing Mix • To create a suitable Marketing plan for a product • To assess the range of common strategies used, with each of the various promotional mix tools • To explain the conceptual framework of marketing and its application in “the real world” • To apply marketing concepts to make business decisions under various environmental constraints 							

<ul style="list-style-type: none"> • To illustrate the functionality and application of elements of Marketing Mix • To create a suitable Marketing plan for a product • To assess the range of common strategies used, with each of the various promotional mix tools 		
UNIT 1	Understanding Marketing Management	9 hours
<p>Core concepts, The new Marketing realities, Marketing and customer value, Strategic Business Units</p> <p>Marketing Plan, Implementation Control and Performance, New technology, e-commerce and the Internet, Services Marketing, International Marketing, Ethical and social aspects of marketing</p>		
UNIT 2	Analyzing Consumers	9 hours
<p>Components of a modern marketing information system- Quantitative & Qualitative Marketing research, Collecting Marketing Intelligence on the Internet, Forecasting and demand measurement. Individual customer's buying dynamics, understanding of customer decision-making, and Major Psychological processes (Motivation, Perception, Memory) which influence customer responses to marketing stimuli.</p>		
UNIT 3	Creation and selection of Customer Segments	9 hours
<p>The concept of a market: defining market boundaries, Importance of target marketing, Dividing a market into segments; Developments in consumer segmentation techniques: databases, one-to-one marketing and the Internet, choice of targeting strategies, Product positioning and market development, Repositioning strategies</p>		
UNIT 4	Product Characteristics and Pricing Decisions	9 hours
<p>Setting Product Strategy, Product Life Cycle and strategies for each stage , Product Line and product mix decisions , New product development and product lifecycle extension strategies, Design Product Brand Relationship, and Brand equity. Consumer psychology and pricing, Pricing Methods, Setting the price, Adapting the price, Initiating and responding to price changes</p>		

UNIT 5	Delivering and communicating the Value	9 hours
Marketing channels and Value networks, Understanding of Multi-Level Marketing, Integrating Multi-channel Marketing, Channel design decisions, Go-to-Market Strategy, The modern Retail Marketing, Franchising and Trends in Wholesaling. Designing and Managing Integrated Marketing Communication, managing mass communications, Managing Digital communication, Managing Personal communications		

Text Books:

- Marketing management by Kotler, Keller, Koshy & Jha , Pearson, 14th edition
- Marketing 0 : Philip Kotler, Hermawan Kartajaya, Iwan Setiawan, John Wiley & Sons Inc
- 3Marketing Management - Rajan Saxena, Tata-McGraw Hill, Fifth edition

References:

- Ramaswamy and Namakumari -Marketing Management- Indian Context with Global Perspective McGraw Hill Education; India, Fifth Edition, 2017
- Ramaswamy and Namakumari -Marketing Management- Indian Context -Global Perspective, Sage Publications India Pvt Ltd; Sixth Edition 2018
- C. B. Gupta and Dr. N. Rajan Nair, Marketing Management: Text and Cases 15th Edition, S. Chand, and Sons 2012
- N Rajan Nair and Sanjith R Nair, Marketing – Revised Edition, Sultan Chand & Sons – Tb, 2017

Course Outcomes:

- To familiarize students with theories, concepts, contexts, and practical application of Marketing in real life business environment
- To locate, interpret, and evaluate marketing information for decision making by analyzing the marketing environment with appropriate tools and techniques
- Apply the tools and concepts of STP and Marketing mix to develop a customer-driven

marketing strategy

- To develop an understanding of Product and Pricing decisions in a firm's marketing strategy
- To understand Go to Market strategies needed for a successful product offering.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	1	1	2	0	NA	NA	3	1	NA	NA
CO2	1	2	1	1	0	NA	NA	2	1	NA	NA
CO3	2	3	1	0	1	NA	NA	2	1	NA	NA
CO4	2	1	1	1	1	NA	NA	3	2	NA	NA
CO5	3	1	1	2	0	NA	NA	3	1	NA	NA
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
APPROVED IN:											
BOS :			19th,May,2022			ACADEMIC COUNCIL			NA		
SDG No. & Statement			8								
Goal 12 Ensure sustainable consumption and production patterns											
SDG Justification:											
Ethical aspects of marketing is covered in Unit 1. Also responsible consumption is discussed in Unit 2											

OPTS6021	OPERATIONS MANAGEMENT	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Operations Management (OM) is concerned with the management of resources and activities that produce and deliver goods and services for customers. Efficient and effective operations can provide an organization with major competitive advantages since the ability to respond to customer and market requirements quickly, at a low cost, and with high quality, is vital to attaining profitability and growth through increased market share.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • Enable the students to develop basic knowledge in operations. • Understand the process model of operations that describes inputs being transformed into outputs within the boundary of an operations system. • Apply the operational strategies in business transactions that would help in making effective output. 							
UNIT 1	Introduction to Operations Management-					9 hours	
Scope, Need, Input-Process-Output Model, Nature of Operations, Goods Vs. Services, Four Vs, Five Performance Objectives, Operations Strategy and its Formulation.							
UNIT 2	Designing Products and Services					9 hours	
Product Development, Sequential vs Concurrent Design. Process Design: Manufacturing and Service Process Types, Service Delivery Systems. Facilities Location – Location Decision Relevant Factors.							
UNIT 3	Layout Planning					9 hours	

Types of Layout, Implications for Layout Planning, Layout Design. Dependent and Independent Demand, Strategies to Meet Demand, Loading – Finite and Infinite, Sequencing, Capacity Planning.		
UNIT 4	Aggregate Production Planning (APP)	9 hours
Strategies, Master Production Scheduling – Linkages with APP. Evolution of ERP – Developing MRP Logic - Bill of Materials (BoM), Lot Sizing Rules, Inventory Management.		
UNIT 5	Introduction to Quality and its Characteristics, Quality Philosophy	9 hours
Perspectives from WE Deming, PB Crosby and JM Juran, Quality Assessment Models and Frameworks – FEQM and ISO9001, Service Quality, BPR vs Continuous Improvement – Introduction to TQM, Lean and Six Sigma.		

Text Books:

- B. Mahadevan. Operations Management: Theory and Practice Third Edition. J.K Sharma (2013), Business Statistics, New Delhi: Pearson Education.

References:

- Nigel Slack, Stuart Chambers, Robert Johnston. Operations Management. Sixth edition, Edinburgh Gate Harlow Essex CM20 2JE England, Pearson Education Ltd.

Course Outcomes:

- Understand the basics of operations management using manufacturing and service examples.
- Identify the roles and responsibilities of operations managers in different organizational contexts.
- Apply the planning and control concepts for decision-making
- Analyse the operations to identify areas for improvement

- Evaluate strategies for improvement in manufacturing and service contexts Understand sampling and data collection methods.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	0	0	0	0			1	3		
CO2	3	2	0	3	2			1	1		
CO3	0	3	3	0	2			0	2		
CO4	3	0	3	2	2			1	1		
CO5	0	0	0	0	0			1	3		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
APPROVED IN:											
BOS :			NA			ACADEMIC COUNCIL			NA		
SDG No. & Statement			NA								
NA											
SDG Justification:											
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.											

HRMG6031	HUMAN RESOURCES MANAGEMENT	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>The purpose of this course is to help students to understand the basic principles and techniques of Human Resource Management. The course takes a practical view that integrates the contributions of the behavioural sciences with the technical aspects of implementing the HR function in the real world. This basic understanding of HRM is essential for the student when he enters diverse workplaces. The key objective of this course is to give an understanding that HR Management is more than just accepting employment applications and keeping records; it is a central and strategic organizational activity of increasing complexity and importance.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • Comprehend in-depth the theoretical framework and the basic principles of HRM. • Comprehend in-depth functions of HRM (Job analysis, manpower planning, and recruitment, selection, onboarding, training & development, appraisal, compensation). • Apply the principles and techniques of HRM gained through this course to the discussion of major personnel challenges and the solution of typical case problems 							
UNIT 1	Introduction						9 hours
Introduction - Fundamentals Of HRM - The Nature And Scope Of HRM - Evolution Of HRM Models of HRM -The Formbrun -The Harvard Model - The Guest -The Warwick-Dave Ulrich Model Functions and Role of HR Manager - Skills for HR Professionals - Challenges of HRM.							
UNIT 2	Procurement						9 hours
Procurement - Job Analysis - Process of Job Analysis, Job Description and Job Specification, Job Design Steps in job design, contemporary issues in Job Design - Job Evaluation - Methods of Job							

Evaluation Human Resource Planning, Importance, HR Planning Process - Recruitment - Nature, Sources of Recruitment - Latest Methods of Recruitment - Selection - Significance of Selection - Selection Process, Barriers of selection - Onboarding process		
UNIT 3	Development: Training	9 hours
Need, Training Process – Designing the Training Program - Methods of Training, the Difference between Training and Development Career Development, Roles for Career Development - Performance Appraisal – Objectives Methods of Performance Appraisal		
UNIT 4	Compensation and Maintenance: Compensation	9 hours
Meaning, Components of Compensation, Ideal Compensation System Factors Influencing Employee Compensation, Pay Rates, Basic and Supplementary Pay Executive Remuneration, Components of Executives pay, Trends in Executives’ Pay, Employee Safety, Need for safety, Safety Standards -Types of Accidents, Health - Physical and Mental Health, Work Stress.		
UNIT 5	Integration and Separation	9 hours
Employee Wellbeing - Happiness Factor, Quality of Work Life. Collective Bargaining - Process of Bargaining - Separation - Types of Separations - Rightsizing - Exit Interview		

Text Books:

- Gary Dessler & Biju Varkkey, "Human Resource Management", Pearson, New Delhi, 16th edition.
- George W Bohlander, Scott A Snell, "Principles of Human Resource Management", Cengage Learning, 2017.16th edition.

References:

- Aswathappa, K., Human Resource and Personnel Management: Text & Cases, TMGH
- Subba Rao, P., Personnel and Human Resource Management (Text & Cases), Himalaya
Additional Reading

- Edwin B Flippo, "Personnel Management", Tata McGraw Hill Publishing, New Delhi, 1984
- John H. Bernardin, "Human Resource Management - An Experiential Approach", Tata McGraw Hill, New Delhi, 2013
- Mirza, Saiyadain, "Human Resource Management", Tata McGraw Hill, New Delhi, 2013

Course Outcomes:

- Understand the fundamentals, evolution & challenges of HRM
- Explore the role of HRM in procurement of human resources
- Evaluate training needs, methods of appraisal and perceptual errors
- Analyze the basic factors in designing the compensation
- Evaluate the process of integration and separation for quality of work life

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	3	2	2	1			1	3		
CO2	1	2	1	2	3			1	2		
CO3	1	2	1	2	1			1	2		
CO4	2	1	1	2	1	NA	NA	2	2	NA	NA
CO5	2	1	0	1	0	NA	NA	1	2	NA	NA

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS : 19th,May,2022 **ACADEMIC COUNCIL** NA

SDG No. & Statement 8

Decent Work and Economic Growth

SDG Justification:

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

MKTG6011	SERVICES MANAGEMENT	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Customer value and customer relationships are the two main areas of attention for service management. The role of a company might change from that of a consumer to one of a supplier by acquiring services and using them to supply services to another consumer. It's a method for businesses to control their interactions with clients. A business may better plan and manage its contacts with customers when it has quick, simple access to client information. By exceeding customers' expectations with superior service, aids businesses in increasing client loyalty and retention.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To understand the basic concepts of Services Management. • To examine the process of service design and service-scape. • To design and execute the process of branding and pricing of services. • To examine the process of service delivery and measure the service performance. • To develop innovative services and design strategies for the internationalization of services. 							
UNIT 1	Defining services						9 hours
<p>Introduction, the growing importance of services, Services: what makes them special. A closer look at services, the role of service classifications, the nature of service management, The nature of the interaction and service management, the interaction between employees and customers in the service chain, why do we need a service concept, how to define the service concept, Implementing the service concept.</p>							

UNIT 2	Designing services	9 hours
<p>Defining the service process, Designing the service process, the nature of services, Human resource management for services, Competencies for service organizations, Role stress among front-line employees, Relevance of role stress for the service encounter, Role stress defined, Handling role stress for front-line employees, the network era – Where do we stand, The impact of IT developments on service encounters. The nature of facilities management in services, Back office versus front office, Location Designing the service-scape. From facilities management to service experience design.</p>		
UNIT 3	Branding & Pricing services	9 hours
<p>Service branding, Positioning Services, promoting services Developing a framework for pricing decisions, Pricing objectives, Pricing strategies, Pricing structure. Pricing levels and tactics.</p>		
UNIT 4	Delivering services	9 hours
<p>Capacity and capacity management, Planning capacity, Scheduling capacity, Managing the demand side, The psychology and managerial consequences of waiting The role of empowerment in service organizations, Competency development, Collaboration: integrating work and learning Customer loyalty and customer engagement , Customer loyalty and engagement and the firm’s profitability , Managing customer loyalty and customer engagement behaviours Designing performance measurement systems for services, Implementing an integrated performance measurement system Service guarantees, Service-level agreements , Internal service guarantees and service-level agreements</p>		
UNIT 5	Developing services	9 hours
<p>Innovations as spiral processes: the value-constellation approach, Innovation portfolio management, Organizing the innovation portfolio: the make-and-buy decision, From ‘closed’ to</p>		

'open' innovation, The operational management of innovation, Managing service innovation, The challenges of strategic management for services, Why internationalize? Culture and cultural differences, Internationalization strategies, Servitization: or why services management is relevant for manufacturing environments, Why servitization? Making the transition.

Text Books:

- Bart Van Looy, Paul Gemmel, Roland Van Dierdonck Service Management – An Integrated Approach, Pearson Education, 3rd Ed, 201
- James A. Fitzsimmons, Mona J. Fitzsimmons, Services Management, 8th Ed., McGraw Hill Education, 2018.

References:

- Johnston Robert, Clark Graham, Shulver Michael, Service Operations Management: Improving Service Delivery, Pearson Education, 2017.
- James A. Fitzsimmons, Mona J. Fitzsimmons, Service Management: Operations, Strategy, Information Technology, 7th Ed., McGraw Hill Education, 2017.

Course Outcomes:

- Understand Services Concept and examine the interactions among service firm, customers and employees.
- Design the service planning, service process and service-scape.
- Design branding and positioning strategies for services and analyze pricing process of services.
- Analyze demand and service delivery capacity, design strategies for customer loyalty and customer engagement.
- Analyze service innovations and understand the concept of servitization

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	1	1	1			2	3		
CO2	3	3	0	2	2			2	2		
CO3	3	3	0	2	0			2	1		
CO4	3	1	1	1	1			2	3		
CO5	3	1	1	3	1			2	3		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
APPROVED IN:											
BOS :	19th,May,2022					ACADEMIC COUNCIL			NA		
SDG No. & Statement	9										
Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.											
SDG Justification:											
The students are able to create a service and its delivery infrastructure which can foster innovation and sustainable business.											

BUAN6011	BUSINESS ANALYTICS	L	T	P	S	J	C
		0	4	0	0	0	2
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
Course Description: <i>Business Analytics provides a set of statistical tools that can be used to analyze data to help with business decision making. Data is the biggest asset for any corporation, which if effectively leveraged can build competitive advantage. This course aims to introduce students to the methodology that needs to be followed and tools that can be used for data analysis.</i>							
Course Educational Objectives: <ul style="list-style-type: none"> To provide an understanding of basic concepts in Business Analytics To provide an understanding of data exploration methods To provide an understanding of the applications in Analytics 							
UNIT 1	Introduction to Business Analytics						8 hours
Descriptive, Predictive and Prescriptive Analytics, Data types, Categorical Data, Cross-section and Time series data							
UNIT 2	Data Exploration						8 hours
Data Preparation, Data Cleaning, Data type conversion, Missing value treatment, Data summarization							
UNIT 3	Introduction to Data Visualization						8 hours
Introduction to Tableau, Connecting to Data Source: Text Files, Excel, Access, other databases, merging multiple data sources, Univariate Charts, Bivariate Charts, Multivariate Charts and Maps							
UNIT 4	Statistical Analysis						8 hours

Introduction, Concept, types, Preparing and running correlation analysis. Introduction, Concept, Preparing data and running linear Regression analysis. Introduction, Concept, testing assumptions, running multiple Regression analysis, interpretation of the results.		
UNIT 5	Application of Analytics	8 hours
Analytics in Business support functions, Analytics in industries – Telecom, Retail, Healthcare. Popular applications of Analytics – Social media analytics, recommendation system		

Text Books:

- Jeffrey D. Camm, Cochran, et.al, Essentials of Business Analytics, Cengage Learning

References:

- Sahit Raj, Business Analytics, Cengage Learning
- R N Prasad, Seema Acharya. Fundamentals of Business Analytics, Wiley

Course Outcomes:

- Differentiate different types of Analytics
- Perform data exploration using a tool
- Work with Tableau for data visualization
- Perform statistical analysis on data using a tool
- Differentiate different applications of analytics

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	2	0	0	2			1	1		
CO2	2	3	0	0	3			1	2		
CO3	2	3	0	0	3			1	2		
CO4	2	3	0	0	3			1	2		
CO5	2	3	0	0	3			1	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:			
BOS :	17th May, 2022	ACADEMIC COUNCIL	17th June, 2022
SDG No. & Statement	4		
Quality Education			
SDG Justification:			
The modules and topics mentioned in this course are designed to ensure all-inclusive and thorough education with equity for all persons and promote learning opportunities at all times.			

SEMESTER – III

S.No	Code	Level of the Course	Title of course	Theory/ Project Report	Practical/Viva Voce				
						Credits	Internal Assessment Marks	External Assessment Marks	Total Marks
1		Integrated	Open elective*	2		2	60	40	100
2		Open	Open elective*	2		2	60	40	100
3	INBS7001	Core	Global Sourcing	3		3	60	40	100
4	MKTG7081	Elective	International Marketing Management	3		3	60	40	100
5	HRMG7071	Elective	International Business Negotiation	3		3	60	40	100
6		Elective	Elective – 1	3		3	60	40	100
7		Elective	Elective – 2	3		3	60	40	100
8		Elective	Elective – 3	3		3	60	40	100
9	INTN7777	Skill Based	Summer Internship & Viva-Voce			6 4+2	100		100
			TOTAL CREDITS (excluding PCDs)			28	580	320	900
1	LANG2222	skill	BEC		2	1	50		50
2	FINA3001	Skill Set	Personal Financial Planning		Online	1	50		50
			TOTAL CREDITS (including PCDs)			30	680	320	1000

Summer Internship to be done during summer vacation at end of first year for **6 weeks**, carrying 4 credits and 2 credits for Project Viva which will be conducted after successful completion of the project as per GIM regulations. Credits will be shown in III Semester only.

Open Elective: For the Open elective course, the student should select the courses from the list of open electives offered by University. Student may also choose a course from BSE and NSE Certification courses or UGC Swayam/Moocs/Coursera courses (minimum 4 weeks duration). However the students has to produce pass/course completion certificate for Viva voce for awarding marks.

INBS7001	Global Sourcing	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>The Globalization and growth of free trade have given numerous opportunities to the growth of manufacturing and services sectors across the world. Improving interdependence among nations allowed business organizations to look for suppliers and customers beyond their physical boundaries. Technological innovations coupled with growth of internet conferred newer avenues for business managers to seamlessly procure goods from across the world and manage inventory levels. These developments have significantly improved industry expectations from the business executives. The course is, therefore, designed to enhance the skillset of students who wish to create niche for themselves in this domain. Contents of the curriculum cover the dynamics of global sourcing that can equip the students to confidently support the global sourcing practices at the organization's that they join.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • Sensitize students on the need, modes, and implications of sourcing from global avenues. • Apprise students on the cost implications and risk factors involved and risk mitigation methods in global sourcing. • Alignment of organizational strategies with operational plans involved in global sourcing that can ensure overall organisational success. • Impart among students the knowledge on how bids and proposals for global sourcing are managed and the strategies involved in achieving sustainability through supplier 							

<p>diversity management.</p> <ul style="list-style-type: none"> Update students on the trends in global sourcing in an ever dynamic business environment 		
UNIT 1	Introduction to Global Sourcing	10 hours
<p>Definition and meaning of Sourcing & Outsourcing; global purchasing management; Skill required; Need for global sourcing; Modes of global sourcing. Global sourcing models & risks involved.</p> <p>Case Study: Global Sourcing Development at IKEA</p>		
UNIT 2	Cost considerations in global sourcing	10 hours
<p>Landed costs: developing landed cost models; integrating domestic supply chain requirements, reducing landed costs; transportation and logistics. Risk management & insurance – contract and business relationship management; political risk, receivables, and export credit, steps in mitigating risks. Developing an inbound supply chain risk management strategy</p>		
UNIT 3	Strategic sourcing plan and its operations’ alignment	10 hours
<p>Requirement mapping, opportunity analysis, segmentation. Types of Global Sourcing: Technology Oriented Global Sourcing, Cost Oriented Global Sourcing & Competition Oriented Global Sourcing. Global Procurement</p> <p>Case Study: ASL Case Study</p>		
UNIT 4	Sourcing through Bids and Proposals	10 hours
<p>Solicitation planning and methods. Supplier diversity management – diversity programs, supplier diversity best practices; global supplier diversity; diversity advocacy organizations.</p>		

Sustainability – Issues, Guidelines, criteria for supplier evaluation, World Bank Reports of International Bidding.		
UNIT 5	Global sourcing trends	10 hours
Developing global sourcing strategies; Trends in Global Sourcing, International trade requirements. Sourcing to settle (S2S) – Need for S2S; Implementing, managing, & outsourcing S2S process. Case Study: Philips healthcare: global sourcing in a post-covid-19 world		

Text Books:

- Sourcing and Supply Chain Management – Handfield, Monczka, Patterson; CENGAGE
- Strategic Global Sourcing Best Practices By Fred Sollish, John Semanik · 2011
- Global Sourcing and Supply Management Excellence in China (2017), Procurement Guide for Supply Experts Authors: Marc Helmold, Brian Terry

References:

- Journal of Global Operations and Strategic Sourcing, Emerald
- Understanding Integrated Global Sourcing, Emerald Insights

Course Outcomes:

- Understand need, modes, and models of global sourcing
- Explain cost and risk management in global sourcing
- Implement global sourcing plans
- Evaluate competitive bidding, supplier diversity, & sustainability.
- Understand the trends in global sourcing in an ever-dynamic business environment

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	0	1	0			1	1		
CO2	2	2	0	2	1			1	1		
CO3	2	2	2	2	1			1	1		
CO4	2	3	2	3	1			3	0		
CO5	2	3	0	3	1			2	1		
Note: 1 – Low Correlation 2 – Medium Correlation 3 – High Correlation											
APPROVED IN:											
BOS :							ACADEMIC COUNCIL		17 th June, 2022		
SDG No. & Statement			17								
Introduction to global financial systems, concepts in the Unit-5 on sustainable production and supply methods and sustainable means of usage of resources are in correlation with the SDG goals.											
SDG Justification:											
Partnerships to achieve the Goal- Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development											

MKTG7081	International Marketing Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	MMB710 (Marketing Management) with a Grade of P or better						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>The international markets are expanding rapidly touching the realms of economies across the globe. The scope of international marketing, needless to say, is at the pinnacle engulfing countless diversified, competitive and innovative products/services/events and experiences each day. The fact that a transaction takes place “across national borders” highlights the difference between domestic and international marketing. All this within the diverse economic, social and political environments of host and home economies is what makes this subject interesting, informative and prescriptive. Primarily aimed to equip the students with critical perspectives of the international marketing scenario. Throughout the course an emphasis is placed on an integration of theoretical concepts and real market situations.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To provide an understanding of the international marketing environment • To impart knowledge to analyze the complex global markets • To familiarize development of international competitive and cooperative strategies • To equip with skills in framing international marketing mix strategies • To update international marketing trends and practices 							
UNIT 1	Introduction to International Marketing						6 hours
Introduction to Global Marketing, Globalization and Global Marketing, Management orientations, Driving & restraining forces, Global Marketing Environment. Global culture environment.							

UNIT 2	Global Market Research and Analysis	6 hours
Research requirements in International Marketing, Global marketing information system		
UNIT 3	Developing Global Marketing Strategies	6 hours
Internationalization: Process & Theories, International Market Entry: Modes & Strategies, Firm Competitiveness in the International Market, Global Market Segmentation, Targeting and positioning.		
UNIT 4	Creating Global Marketing Programs	6 hours
Global Product & Brand Strategy, Global Pricing Strategy, Global Distribution & Supply Chain Strategies, Global integrated marketing communications.		
UNIT 5	Managing Global Marketing Operations	6 hours
Global organization and leadership: managing the global marketing effort, the future of global marketing: major trends and directions		

Text Books:

- Warren J. Keegan & Gautam Dutta, Global Marketing Management, VIII ed. Pearson Education.
- Kiefer Lee & Steve Carter, Global Marketing Management, Latest Edition, Oxford University

References:

- Cateora Philip R., Mary C. Gilly & John L. Graham, International Marketing, 16th Edition, New York: McGraw-Hill/Irwin, 201
- Johny K. Johansson, Global Marketing-Foreign Entry, Local Marketing & Global Management, 5th Edition, McGrawHill,

Course Outcomes:

- Understand the International Marketing management concepts theories and principles
- Evaluate the role of international marketer and his/ her responsibilities in international markets

- Demonstrate knowledge of the impact of environmental factors (cultural, economic, institutional, legal and political) on international marketing activities.
- Develop a global marketing strategy by applying the basic concepts of product, pricing, promotion, and channels of distribution in international settings.
- Apply personal and interpersonal skills appropriate to being an effective member of an international marketing team.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	0	0	0	0			0	0	3	
CO2	3	0	0	0	0			2	0	3	
CO3	0	3	0	3	0			0	2	3	
CO4	3	0	0	3	0			2	2	3	
CO5	0	0	3	0	3			0	0	3	

Note: 1 – Low Correlation 2 – Medium Correlation 3 – High Correlation

APPROVED IN:

BOS :

ACADEMIC COUNCIL

SDG No. & Statement

Industry, Innovation and Infrastructure

SDG Justification:

This course is related to programming, which is considered important for IT applications, practice of data analytics, and digital infrastructure in the industry. So, this course might help for building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

HRMG7071	International Business Negotiations	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite							
Co-requisite							
Preferable exposure							
Course Description: <i>By understanding Business Negotiations, and types of negotiations the goals can be achieved and can make the business negotiations and transactions of an organization effective.</i>							
Course Educational Objectives: <ul style="list-style-type: none"> To understand the basic concepts of international business negotiations To identify the fundamental concepts of business negotiations in case analysis. 3. To acquire knowledge in international business negotiations and managing negotiations in Organizations 							
UNIT 1	Introduction to Negotiations					10 hours	
Definition of Business Negotiations and management, Objectives and Characteristics of Negotiations Prerequisites of Negotiations and Factors affecting Business Negotiations							
UNIT 2	Introduction to Psychology and negotiation					10 hours	
Introduction to Scientific and perceptual distortions and strategies (proactive and reactive), cognitive biases (psychological traps) and countermeasures, framing and reframing crucial to negotiation, Theories of Goal Setting							
UNIT 3	Communication and Negotiation Essentials					10 hours	
Introduction to the Communication Process of Negotiations, Potential Barriers, and miscommunications in negotiation, Effective Communication, Skills: Inquiry, good listening,							

observation Intercultural communication, Objectives, and Characteristics of appropriateness and efficacy Stage-related, Communication in Negotiations and Considerations		
UNIT 4	Introduction to Integrative Negotiation	10 hours
Distinction and relationship between Distributive Bargaining and Integrative Negotiation, Characteristics of Influence in the process of negotiation, Importance of Strategy and influence in the negotiation process, Traditional Methods of Negotiations, Modern methods of Negotiations		
UNIT 5	Ethical Issues Negotiations management	10 hours
Bad cop & Good Cop, Bogey Tactic, Nibble, Reactive Devaluation, Poly Chronic and Mono Chronic, Role of the Organizational Culture in Negotiation, Cultural Differences, Proposal and Agenda, Role of Argument and engaging in argument, Different tactics played and counter-tactics, Closing a negotiation and its process , Integrated Management, Negotiation tactics, Confirming a negotiation, Integrative negotiation process		

Text Books:

- Royj.Lewicki, Bruce Barry, David M Sanders, “Essentials of Negotiations”, Mc Grawhill, 2019.
- Pervez N. Ghauri, Jean Claude, U Sunier, “International Business Negotiations”, Pergamon- Elsevier, 2018.
- Michele J. Gelfand, Jeanne M. Brett, “The Handbook of Negotiation and Culture”, Stanford University Press, 2005

References:

- Coursera Course - Successful Negotiation: Essential Strategies and Skills
- <https://www.coursera.org/learn/negotiation-skills>

Course Outcomes:

- Understand the concept of Business Negotiations
- Explain the concepts of Negotiations and Communication

- Analyze the process of Types of Negotiations
- Explain the different theories of International Business Negotiations
- Evaluate the role of organizational culture in Negotiations

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	0	0	0	1			2	1		
CO2	1	2	0	0	0			2	1		
CO3	0	3	0	0	2			2	1		
CO4	2	2	0	0	0			2	3		
CO5	7	0	0	0	1			2	3		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
APPROVED IN:											
BOS :						ACADEMIC COUNCIL					
SDG No. & Statement			4								
Unit 1 and 2 deals with what the roles and responsibilities are important in the management.											
SDG Justification:											
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all											

FINANCE

FINA7071	Forex Management & Derivatives	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Financial management						
Co-requisite	Forex trading around the world						
Preferable exposure							
<p>Course Description:</p> <p><i>Forex Management and Derivatives market has been transformed over the past decade, largely in response to regulations that emerged from the global financial crisis. Forex Management and Derivatives is essentially a way of knowing what type of uncertainties are out there and taking steps to counter them and be fully prepared for eventualities. Decisions have to be taken, business needs to be conducted. Forex Management and Derivatives gives a thorough understanding of forex markets and concepts related to derivatives and helps to make informed decisions.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To learn the various assumptions, terms and limitations of financial accounting • To enable comprehension of financial statements and reports • To equip with the tools of financial statement analysis • To apply cost management ideas in determining product/service cost and in making business decisions with emphasis on Marginal Costing and Activity based costing • To prepare budgets for business decisions 							
UNIT 1	The Foreign Exchange Market						10 hours
<p>The Foreign Exchange Market - Organization – Spot Vs Forward Markets – Bid and Ask rates – Interbank Quotations – International Market Quotations – Cross Rates –Merchant Rates – FEDAI Regulations – Role of RBI.</p>							

UNIT 2	Foreign Exchange Markets & Quantitative Easing	10 hours
Emerging Markets: Impact of Quantitative Easing (QE) and its tapering on emerging markets – short-term capital Exchange Rates - Exchange rate systems – Gold Standard – Bretton Woods – Fixed Vs Floating Exchange Rate systems – Determinants of Exchange Rates – Exchange Controls		
UNIT 3	Trade and Development & WTO	10 hours
Foreign Exchange Transactions – Purchase and Sale transactions – Spot Vs Forward transactions – Forward Margins – Interbank Deals – Cover deals – Trading – Swap deals – Arbitrage Operations – Factors determining Forward margins – Different types of Foreign exchange exposers.		
UNIT 4	Global Economic Slowdown	10 hours
Ready and Forward Exchange Rates – Principle types of Ready Merchant rates – Ready rates based on cross rates – Forward exchange contracts – Execution of Forward contracts – cancellation and Extensions - Dealing position – Exchange position – Cash position.		
UNIT 5		10 hours
Currency Derivatives – Currency Forwards – Currency Futures – Currency Options – Exchange traded transactions – Financial Swaps – Forward Rate agreements – Interest Rate Options.		

Text Books:

- Alan C Shapiro, MULTINATIONAL FINANCIAL MANAGEMENT, Prentice Hall, New Delhi
- Francis Cherunilam, INTERNATIONAL ECONOMICS, Tata Mc Graw Hill Pub Ltd, New Delhi

References:

- Ian H Giddy, GLOBAL FINANCIAL MARKETS, AITBS Publishers and Distributors, New Delhi
- C Jeevanandam, FOREIGN EXCHANGE: PRACTICE, CONCEPTS, Sultan Chand & Sons, New Delhi

Course Outcomes:

- To have a clear knowledge of foreign exchange market.
- To understand the Spot and forward markets.
- Understand the core of Interbank quotations.
- Explain the International market quotations.
- Explore the FEDAI regulations

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	0	1	0			0	1		
CO2	2	2	0	2	2			2	2		
CO3	2	2	2	2	2			2	2		
CO4	2	3	2	3	1			2	3		
CO5	2	3	0	3	1			3	3		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

19th May, 2022

ACADEMIC COUNCIL

SDG No. & Statement

4

Quality Education

SDG Justification:

As the course is the foundation for understanding financial performance, the course introduces the topics with pedagogy that is designed to include all types of students. This will ensure that every learner achieves the desired outcomes and receives a quality education.

FINA7011	Security Analysis and Portfolio Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Financial Accounting and Financial Management						
Co-requisite	CC1: Portfolio and Risk Management-University of Geneva CC2: Investment and Portfolio Management- Rice University						
Preferable exposure							
<p>Course Description:</p> <p><i>Since the financial deregulations in 1991, the Indian economy has grown significantly, and businesses have learned and trapped other sources of capital than just bank loans. These days, organizations have a separate wing that deals with treasuries and money to help hedge their risk exposure, be it from foreign exchange or interest rate fluctuations. Understanding the essential tools required to perform valuations of stocks, and assessing risk using fundamental and technical analysis, can assist one in managing a firm's financials more efficiently.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To understand the basic concepts of Security Analysis, by calculating returns and risk • To understand the basic concepts of Fundamental Analysis and Technical Analysis • To understand the basic concepts of Portfolio Analysis and the concepts of Mutual Fund Portfolio management 							
UNIT 1	Introduction to security Analysis and Portfolio Management					8 hours	
<p>Features of Investment – Investment vs. Speculation vs. Gambling – Risk definition and measurement; Stock Return and Valuation. Bonds – Valuation, Risks associated with bond investments, calculation of YTM. (NP) (CO1, CO2, L2, L3)</p>							
UNIT 2	Fundamental Analysis					8 hours	

Introduction to Economic analysis, components of Economic Analysis, Introduction to Industry analysis, components of Industry analysis, Introduction of Company analysis and components of company analysis. (CO2, CO3, CO4, L2, L3, L4)		
UNIT 3	Technical Analysis	8 hours
Dow Theory, Support and Resistance Levels, Graphs and Charts; Technical Analysis vs. Fundamental Analysis; Indicators and Oscillators; Efficient Market Theory. CO2, CO3, CO4, CO5, L3, L4, L5)		
UNIT 4	Portfolio Construction and selection:	8 hours
Markowitz model and efficient frontier, Sharpe Index model, Construction of Optimal portfolio, Capital asset pricing theory and arbitrage pricing theory. (NP) (CO1, CO3, L2, L4)		
UNIT 5	Performance Evaluation of Portfolios:	8 hours
Need for Evaluation – Evaluation using Sharpe, Treynor and Jensen Index. (NP). (CO1, CO4, L2, L4)		

Text Books:

- Security Analysis and Portfolio Management – Punithavathy Pandian, Vikas Publishing House, 201

References:

- Ranganatham, M., and Madhumathi, R., “Investment Analysis & Portfolio Management”, Pearson, New Delhi, 2012
- Fisher & Jordon, “Security Analysis and Portfolio Management”, Tata Mc-Graw Hill, New Delhi, 2008
- Edwin J Elton, Martin J Gruber, Stephen J Brown & William N Goetzmann, “Modern Portfolio Theory and Investment Analysis”, Wiley, New Delhi, 2014

- V.K Bhalla, “Investment Management”, S.Chand& Company Pvt,Ltd.,New Delhi, 2014

Course Outcomes:

- Understanding of terminologies and concepts of Security Analysis and Portfolio Management
- Apply Fundamental analysis to estimate/calculate the company reports
- Analyse information using Technical analysis and Fundamental Analysis
- Make use of models and theories used for the Portfolio construction and selection
- Evaluate the performance of Portfolios

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	0	0	0	0			1	0		
CO2	2	2	0	1	0			1	0		
CO3	2	3	0	1	1			1	1		
CO4	3	3	0	1	0			1	1		
CO5	3	0	3	2	0			2	2		

Note: 1 – Low Correlation 2 – Medium Correlation 3 – High Correlation

APPROVED IN:

BOS : April 2022 **ACADEMIC COUNCIL**

SDG No. & Statement 4 & 8

GOAL 4: Quality Education
GOAL 8: Decent Work and Economic Growth

SDG Justification:

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

FINA7021	Retail Bank Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Financial Management						
Co-requisite	Banking and Financial Institutions (Illinois university)						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Over the last three decades there has been a remarkable increase in the size, spread and scope of banking activities in India. The emergence of new private banks with enhanced technology has broadened the scope and range of banking services offered to consumers. This has led to intense competition among banks and financial institutions. The developments aiming at strengthening the system, in the retail banking sector in the last two decades are important factors for banking. A peek into the basic tools of banking, along with the regulations governing the sector is beneficial to those interested in taking banking as a profession.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To understand the basic functions and services associated with banking • To recognize various aspects and needs of customers and banking • To be able to analyze and understand the need for the various regulations associated with banking 							
UNIT 1	Introduction to Retail Banking						8 hours
Definition and scope - customers, products, services; New Products & Services - Financial Planning and Advisory Services, Bank assurance, Mutual Funds, Portfolio Management Services.							
UNIT 2	Branchless Banking						8 hours

Management of alternate delivery channels - Automated Teller Machine (ATM), Phone Banking, Mobile Banking, Card technologies, Internet Banking.		
UNIT 3	Ancillary Services	8 hours
Interbank Transfer - Electronic Clearing Services (ECS), Electronic Funds Transfer - NEFT, RTGS, SWIFT, Electronic cheques; Safe Deposit Lockers; FOREX service; DEMAT and Custodial service.		
UNIT 4	Retail Lending	8 hours
Cash Credit, retail loans - vehicle, personal, home, education; Creation of Security - hypothecation, mortgage, pledge, lien; Banker's Rights; management of non-performing assets (NPA)-capital adequacy - SLR -CRR.		
UNIT 5	Responsibility of Banks	8 hours
Know Your Customer (KYC), Prevention of Money Laundering, Banking Ombudsman, Banking Codes & Standards Board of India (BCSBI), introduction to Basel Norms.		

Text Books:

- Padmalatha Suresh & Justin Paul, Management of Banking and Financial Services, 5th impression, Dorling Kindersley (India) Pvt. Ltd., licensees of Pearson, New Delhi, 2014

References:

- Ravi Subramanian, "The Incredible Banker", Rupa, New Delhi, 2013
- Rajesh, R., & Sivagnanasithi T., "Banking Theory Law & Practice", Tata McGraw Hill, New Delhi, 2013
- Dr S Gurusamy, "Banking Theory Law & Practice", Tata McGraw Hill, New Delhi, 2013

Course Outcomes:

- Would be able to deal with banking transactions, personal or professional with a better understanding
- Would be able to tackle investment decisions with respect to Portfolio Management
- Would develop a clarity of RBI regulations will make them handle various financial services with diligence, ensuring they are on the right side of law

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	0	0	0			0	0		
CO2	3	2	0	0	0			0	0		
CO3	3	0	0	0	0			0	0		
CO4	3	0	0	0	0			0	0		
CO5	3	2	0	0	0			0	0		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

ACADEMIC COUNCIL

SDG No. & Statement

4 & 8

Goal 4: Quality Education

Goal 8: Decent Work and Economic Growth

SDG Justification:

This course enhances the quality of education and promotes lifelong learning opportunities as the students pass through the different phases in their careers and personal life.

This course enables students to benefit from employment and enterprising opportunities, contributing to the nation's economic development.

FINA7031	INSURANCE MANAGEMENT	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	FINA2001/FINA2021 Financial Management						
Co-requisite	CC1 Risk Management in Personal Finance-SoFi- Coursera Certificate. CC2 Digital Competition in Financial Services-Copenhagen Business School						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>This course introduces students to the concepts of risk & risk management and the fundamental principles of insurance. Course content also encompasses Life, Fire, Marine, Motor Insurance, Agriculture in India, and Insurance Company operations. The course also helps students to understand insurance intermediaries and the functions of insurers.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To demonstrate an understanding of • Basic concepts in Risk Management • Characteristics of insurance contracts • Analysing and comparing the various insurance alternatives in Life Insurance Policies. • The various risk management applications to support individuals and businesses through general insurance policies. • The operations of an insurance company 							
UNIT 1	Risk Vs. Uncertainty-Kinds and Classification of Risk						8 hours
Risk Vs. Uncertainty-Kinds and Classification of Risk – Methods of Handling Risk – Meaning of Risk Management – Steps in the Risk Management Process – The changing scope of Risk Management.							
UNIT 2	Introduction to Insurance						8 hours

Basic Characteristics of Insurance – Fundamental Legal Principles of Insurance – Requirements of Insurance Contract – Benefits of Insurance to Society.		
UNIT 3	Life Insurance	8 hours
Principles of Life Insurance – Types of Life Insurance – Variation of Life Insurance		
UNIT 4	General Insurance	8 hours
-Principles of General Insurance – Fire, Marine, Motor, Engineering, Miscellaneous, Liability, and Agricultural Insurance.		
UNIT 5	Insurance Company Operations	8 hours
Rate Making – Underwriting- production – Claim Settlement.		

Text Books:

- George E. Rejda (2018), Principles of Risk Management and Insurance Tenth Edition, New Delhi: Pearson Education.
- M. N. Mishra (2002), Insurance Principles and Practice, New Delhi: S. Chand & Co

References:

- Dr. P. Gupta(2018), Insurance and Risk Management, New Delhi: Himalaya Publications
- Principles of Insurance, Mumbai: Insurance Institute of India.
- The practice of Life Insurance, Mumbai: Insurance Institute of India
- The practice of General Insurance Mumbai: Insurance Institute of India

Course Outcomes:

- Students will enhance their knowledge of insurance and banking operations in India.
- Students will develop basic ideas on thrust areas in insurance and banking.

- Students will enhance their knowledge of general insurance and its principles.
- Students will enhance their skills in insurance management and operations.
- Students will enhance their knowledge of the functioning of the insurance market.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	2	2	2	2			1	0		
CO2	3	2	3	3	3			1	0		
CO3	3	2	3	3	3			1	1		
CO4	3	3	3	3	3			1	1		
CO5	3	3	3	3	3			1	1		
Note: 1 – Low Correlation 2 – Medium Correlation 3 – High Correlation											
APPROVED IN:											
BOS :	1 st February,2022			ACADEMIC COUNCIL				1 st April,2022			
SDG No. & Statement	4 & 8										
4: Quality Education., 8: Decent Growth & Economic Growth.											
SDG Justification:											
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all											

MARKETING

MKTG7011	Consumer Behaviour	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Fundamental concepts of Marketing Management						
Co-requisite	Coursera Course- Market Research and Consumer Behaviour- IE Business School						
Preferable exposure							
<p>Course Description:</p> <p><i>Consumer behaviour is based on a model of human cognition rooted in sequential mental processing steps (e.g., awareness, interpretation, attitude, etc.) that intervene between the marketing mix (input) and purchase behavior (output). It is dynamic and changes are based on certain attitudes and circumstantial factors. Understanding consumer behavior through major issues like attitudes, impulsive vs. deliberative purchase, brand loyalty, experiential marketing, self-identity, and product satisfaction, give the necessary tools to managers to strategize their product design and marketing methods.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To identify Key Determinants of Consumer Behaviour in an informed and systematic way. • To Describe environmental dimensions that influence consumer decisions making. • 3.To examine how motivation, perception and personality dimensions influence consumer behavior and the role of Learning on consumer buying behaviour. • To appraise the students’ perspective on attitude formation and socio-cultural environment. • To assess how consumer decision-making is done. 							
UNIT 1	Introduction to Consumer Behaviour						9 hours
Key Determinants of Consumer Behaviour and Marketing Strategy;							

Providing Customer Value Satisfaction and Retention; Market segmentation: - Bases of Segmentation; How market segmentation operates; Criteria for effective targeting of market segments, Positioning and Repositioning, Unique Marketing Challenges in the Indian Context		
UNIT 2	Consumer Motivation, Perception, and Personality	9 hours
Motivation Theory and Dynamics of Motivation, Consumer Perception- Elements of Perception, Perceptual Selection, Organisation, and Interpretation. Personality – Nature, and theories of Personality- and consumer behavior.		
UNIT 3	Learning	9 hours
Elements of Consumer Learning, Behavioral learning theories -Classical Conditioning, Instrumental Conditioning; Cognitive Learning-Learning Theory and Involvement Theory. Outcomes and Measures of Consumer Learning.		
UNIT 4	Attitude Formation and Social and Cultural Environment	9 hours
Attitude formation and Attitude Change, Attitude Models- Tri Component Model, Multi-attribute Models. Changing the motivational functions of attitude, Influence of family, social class and family lifecycle, Influence of culture, Learning Cultural Values, Indian Core Values. Cross-culture- Localization Vs Standardization.		
UNIT 5	Consumer Decision and Diffusion of Innovation	9 hours
Levels of consumer decision making; Types of Consumer Decision Making, Consumer Decision Rules, Diffusion and Adoption of Innovation		

Text Books:

- Leon G. Schiffman, Joseph Wisenblit, Consumer behavior, Pearson Education, 12th Edition 2019
- S. Ramesh Kumar, Consumer Behaviour: The Indian Context (Concepts and Cases) Pearson, 2017.

References:

- Roger D. Blackwell (Author), Paul W. Miniard (Author), James F. Engel (Author), Zillur Rahman (Author) Consumer Behavior , 10th Edition, Cengage Publication, 2017
- Michael R. Solomon Pearson , Consumer Behavior: Buying, Having, and Being Pearson, 12th

Course Outcomes:

- Identify Key Determinants of Consumer Behaviour in an informed and systematic way.
- Describe environmental dimensions that influence consumer decisions making.
- Examine how motivation, perception and personality dimensions influence consumer behavior and the role of Learning on consumer buying behavior.
- Appraise the student’s perspective on attitude formation and socio-cultural environment
- Assess how consumer decision-making is done

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	0	2	3	1			2	1		
CO2	1	3	0	1	2			2	1		
CO3	2	2	0	2	1			1	1		
CO4	1	2	0	2	2			1	1		
CO5	2	1	0	2	2			2	1		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

April 2022

ACADEMIC COUNCIL

SDG No. & Statement

12

Responsible Consumption and Production

Ensure Sustainable Consumption and Production Patterns

SDG Justification:

This is a course for Marketing Specialization students and will always be beneficial in their sales career.

MKTG7021	Sales and Distribution	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Fundamental concepts of Marketing Management						
Co-requisite	Coursera on Models & Frameworks to Support Sales Planning						
Preferable exposure							
<p>Course Description:</p> <p><i>Sales and Distribution Management focuses on the sales techniques and the management of the sales force. The success of any sales and marketing department lies in the effectiveness of Salesforce. The goal of the Sales Management course is to examine the elements of an effective sales force as a key component of the organization's total marketing effort. A successful Sales Manager needs to understand the fundamentals of the sales process, the relationship between sales and marketing, sales force structure, and issues in recruiting, selecting, training, motivating, compensating, and retaining salespeople. Distribution strategy is the method used to bring products, goods and services to customers or end-users. These distribution channels minimize the gap between the point of production and point of consumption, and thereby create a place, time and possession utilities</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To provide students with a firm foundation for the understanding of Sales and Distribution management. • To make student familiarize with the changing sales environment like new technologies, analytical tools, and sales force automation. • To equip students to manage multiple marketing channel partners. 							
UNIT 1	Introduction to Sales Management						9 hours
Evolution of Sales Management, importance of Sales Management, types of Selling, difference between Selling and Marketing, Modern Day Sales Activities, Selling Skills, Selling Strategies,							

Selling Process. Changing role of sales force and sales as a career. Emerging Trends in sales Management.		
UNIT 2	Sales Planning and Budgeting	9 hours
Sales planning process, sales forecasting methods, sales budgeting process, methods used for deciding sales budget, types of quotas and quota setting procedure, Administration of sales Quotas, reasons for establishing or revising sales territories, routing and scheduling sales persons, market cost analysis.		
UNIT 3	Sales Force Management	9 hours
Types of sales organizational structure, Key account Management, Recruitment and selection of the sales force, training the sales force, sales force motivation, sales force compensation, sales force control and evaluation.		
UNIT 4	Introduction to Distribution Management:	9 hours
<ul style="list-style-type: none"> • Definition, need for Distribution Channels, designing the Marketing Channels, Motivating and Evaluating Channel Members, Capturing the Customer requirements, online distribution of sales of goods and services, Model of Distribution B2B, B2C, D2C • 3I (Investment, Infrastructure, and Involvement) Model of Distribution Selection, Distribution Management system (CRM-SFA) and Building Market Construct 		
UNIT 5	Managing Distribution Channels:	9 hours
Define Channel Conflict, ways of managing channel conflict, Channel Policies, Market Logistics and supply chain management, Selling in the International Market, and Ethical Issues in Sales and Distribution Management.		

Text Books:

- Krishna K Havaldar, Vasnt M Cavale (2011) Sales and Distribution Management, 2nd edition, Tata Mcgraw Hill.

References:

- T.K. Panda and S. Sunil, Sales and Distribution Management, 3rd Edition New Delhi Oxford University Press 2019.

- B. Francis and S. Maklan, Customer Relationship Management concepts and technologies, 4th edition, Routledge.

Course Outcomes:

- Will be able to understand the concepts of Sales & Distribution management.
- Apply the concepts of sales and distribution management.
- Analyse data to effectively forecast sales of a company
- Evaluate the sales performance of the company
- Create a sales and distribution KPI dashboard

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	1	1	1	1			3	1		
CO2	3	1	1	1	1			3	1		
CO3	3	3	1	1	1			3	1		
CO4	3	1	3	1	3			3	3		
CO5	3	3	1	1	2			3	3		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

: 17th May, 2023

ACADEMIC COUNCIL

SDG No. & Statement

4

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

SDG Justification:

MKTG7031	Digital Marketing	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Marketing management						
Co-requisite	Basics of Computer						
Preferable exposure							
<p>Course Description:</p> <p><i>The era of the digital environment and digital convergence has opened up new opportunities for marketing. The shift in consumer behaviour from brick to click is posing new challenges for marketers. The digital revolution has created opportunities for innovation and empowered customers to digital convergence. The goal of digital marketing is to understand the accessibility of customers to digital media and how it created avenues to investigate the mindset of online consumers</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To understand and develop a comprehensive digital marketing strategy. • To make use of search engines for optimizing the visibility and search results. • To formulate and implement Social Media Marketing Strategies. • To create, analyse and send promotional content through E-mails and Mobile • To apply measurement techniques for evaluating digital marketing efforts. 							
UNIT 1	Online marketing foundations						9 hours
Digital marketing strategy - exploring digital marketing - starting with a website - user experience design (UXD) - user interface design (UI), Content marketing - foundations of content marketing – the creation of content plan - content creation and promotion - measuring content effectiveness - designing and developing blogs - creating, promoting and measuring blog content - using newsletter in content - using photos in content marketing							
UNIT 2	Search Engine optimization						9 hours

<p>An introduction to search engine marketing (SEM) - Enhancing the organic search preferences, keyword allocation for improving the website's searchability - Pay per click marketing - Online Reputation Management to improve SEM - Enhancing the organic search preferences - Keyword allocation for improving the website's searchability - Pay per click marketing - Online reputation management to improve search engine marketing - keywords as the foundation of SEO - managing keyword data - link building strategies - measuring SEO effectiveness - local search - Paid search - creating an advertisement - pay per click advertising - researching keywords - creating a campaign</p>		
UNIT 3	Social media marketing	9 hours
<p>Understanding social media marketing - building an online community - growing an online community - getting started with Twitter - tweeting on Twitter - building a presence on Twitter - getting started with Facebook - marketing on Facebook - building your presence on Facebook - measuring your efforts - understanding Instagram and advertising on Instagram - developing LinkedIn's business strategy - finding an audience - engaging audience</p>		
UNIT 4	Marketing YouTube, E-Mail, Mobile	9 hours
<p>Understanding YouTube - monetizing with the YouTube partner program - building an audience - customizing the channel - advanced video optimization on YouTube - using YouTube analytics, Email Marketing - Basic components of Email marketing - Designing emails to enhance Email Marketing - Viral email marketing campaigns - email marketing tools and setup - understanding of how email fits into a marketing plan - managing the audience - audience engagement, Mobile Marketing - understanding mobile marketing - Alternative mobile access technologies: platforms, services, devices and speeds - Consumer and corporate applications: content, marketing, sales promotion, ticketing, participation/interaction - Location-based services (Proximity marketing), SMS/ MMS, GPRS based services and marketing - Mobile messaging based Marketing - mobilizing web presence - SMS campaign and building mobile applications</p>		
UNIT 5	Web Analytics	9 hours
<p>Usage of Google Analytics - Implementation of Google Analytics - understanding analytics core concepts - setting up goals - using different types of reports, Affiliate marketing foundations -</p>		

fundamental affiliate marketing principles - preparations for affiliate marketing - rolling out affiliate efforts.

Text Books:

- Digital Marketing: Strategies for Online Success by Godfrey Parkin, New Holland Publishers.
- The art of Digital Marketing: The Definitive Guide to Creating Strategic, Targeted, and Measurable Online Campaigns by Ian Dodson Wiley, 2016.
- eMarketing: the essential guide to marketing in a digital world, Rob Stokes, 5th Edition, Quirk eMarketing (Pvt.) Ltd.

References:

- Facebook Marketing: An Hour A Day by Chris Treadaway and Mari Smith, Sybex
- Fundamentals of Digital Marketing by Puneet Singh Bhatia, Pearson, 2017.
- Online Marketing, Richard Gay, Alan Charlesworth and Rita Esen, Oxford University Press, 2016

Course Outcomes:

- Gain knowledge about designing, developing and promoting through Blogs
- Use the search engines for better visibility in the online world
- Create, Implement and Make a Mark on the social networking sites & Build a Youtube channel for promotions
- Learn how to use e-mail / Mobile marketing for promotional activities
- Work with google analytics for identifying, filtering and tracking the promotional content floated on the websites

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	1	1	1			2	3		
CO2	3	3	1	0	1			3	3		
CO3	3	3	1	0	0			2	3		
CO4	3	3	1	1	1			3	3		
CO5	3	2	1	0	1			2	3		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:**BOS :**

April 2022

ACADEMIC COUNCIL**SDG No. & Statement**

9

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

SDG Justification:

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

MKTG7041	Integrated Marketing Communication	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite							
Co-requisite							
Preferable exposure							
<p>Course Description:</p> <p><i>This course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides learning about various communication tools and their effectiveness, in such a way that fosters creative ideas from the learners for the development of an effective marketing communication programme.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To explain the concepts of Integrated Marketing Communication (IMC) programme • To comprehend the significance of development and designing of an effective Integrated Marketing Communication • 3.To assess the role of advertising and sales promotion in developing IMC • to learn about Public relations, publicity, and Corporate Advertising in IMC • To illustrate the digitalization of IMC. 							
UNIT 1	Introduction to Integrated Marketing Communication (IMC)					9 hours	
<ul style="list-style-type: none"> • Meaning and importance of IMC, Introduction to IMC tools –Advertising, sales promotion, publicity, public relations, event sponsorship, personal selling, and digital/internet marketing • IMC Planning Process: Review of a marketing plan, promotional programme situation analysis, analysis of communication process, budget determination, developing the IMC, monitoring, evaluation, and control 							
UNIT 2	Understanding the communication & Marketing process					9 hours	
<ul style="list-style-type: none"> • Understanding communication process: Communication response hierarchy- AIDA model, Hierarchy of effect model, The standard learning Hierarchy, Attribution Hierarchy, and low 							

<p>involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding(FCB) Model</p> <ul style="list-style-type: none"> • Role of IMC in Marketing Process: Marketing strategy and analysis, target marketing process, developing positioning strategy, developing marketing planning programmes 		
UNIT 3	IMC – Advertising and Sales promotion:	9 hours
<ul style="list-style-type: none"> • DAGMAR approach for setting ad objectives. Advertising Agencies: types, services of Ad Agencies. ATL and BTL Advertising Creativity: Role of creativity in advertising, Creativity process. Creativity Implementation and Evaluation: Advertising appeals, Execution styles • Developing and Implementing Media strategies: Establishing Media objectives, Media Mix, Target Market Coverage, Geographic Coverage, Scheduling, creative aspects, Reach and Frequency, flexibility, budget considerations 		
UNIT 4	IMC – Public Relations, Publicity, Corporate Advertising	9 hours
<ul style="list-style-type: none"> • Role of Public relations: Process of public relations: Determining and evaluating public attitude, Establishing PR plan, developing and executing PR plan, Advantages, and disadvantages of PR, Measuring the effectiveness • Role of publicity: Power of publicity, controlling and dissemination of publicity, Advantages, and disadvantages of publicity. • Role of Corporate Advertising: Objectives. • Types of Corporate Advertising: Image advertising, Event sponsorship, Advocacy advertising, 		
UNIT 5	Digital Media & Ethics	9 hours
<ul style="list-style-type: none"> • Digital Media & Advertising: Digital Media, Evolution of Technology, Convergence of Digital Media, E-Commerce and Digital Media, Advertising on Digital Media, Social Media, Mobile Advertising, E-PR • Advertising Laws & Ethics: Advertising & Law, Advertising & Ethics, Pester Power, Intellectual Property Rights, ASCI • Measuring the effectiveness of all Promotional tools and IMC. 		

Text Books:

- Advertising and Promotion: An Integrated Marketing Communications Perspective, 11th Edition by George Belch and Michael Belch

- Kenneth Clow and Donald Black, "Integrated Advertisements, Promotion and Marketing Communication", Prentice Hall India, New Delhi, 2013

References:

- Semeneik, Allen, O’Guinn, Kaufmann “Advertising and Promotions: An Integrated Brand Approach” Cengage Learning
- Philip Kotler, Kevin Lan Keller, Abraham Koshy and Mithileshwar Jha, "Marketing Management", Pearson 14th Edition New Delhi 2013

Course Outcomes:

- Describe the concepts and trends in Advertising and other communication methods.
- Understand process and models of communication
- Know how the Advertising and sales promotional tools will increase the effectiveness of communication
- Understand the importance of public relations, publicity, Corporate Advertising in integrated communication
- Understand how digitalisation helps in integrating communication

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	0	0	1			0	1		
CO2	3	2	0	0	0			3	0		
CO3	3	0	0	0	0			2	2		
CO4	2	0	0	0	0			0	1		
CO5	1	4	0	0	2			1	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

ACADEMIC COUNCIL

SDG No. & Statement

4

Quality Education

SDG Justification:

HUMAN RESOURCE MANAGEMENT

HRMG7081	Cross Cultural Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>The international markets are expanding rapidly touching the realms of economies across the globe. It is concerned with managing different cultures – in particular, “cross country and multicultural similarities and differences including challenges and issues” that invariably arise in international business. Failure to understand and manage the differences in attitudes, values, and behaviours of those with whom managers interact in international business transactions consistently has been shown to be a major source of difficulties.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • Understand the various theoretical perspectives and practical approaches to dealing with culture, cultural difference, and cultural change within the framework of international business. • Understand management practices followed in different cultures and countries • Describe and explain key models used for comparing cultures, critically assessing the practical value of these in the context of cross – cultural management decision-making. • Evaluate strategies to manage cultural challenges in an international business context and cross – cultural issues • Presents an overview of cross-cultural management practices and it examines how culture is expressed. 							
UNIT 1	Dimensions of Culture – a management perspective						10 hours
Definitions and Classification of Culture and Culture Code, Modalities of Cross-Cultural Dimensions- Hofstede’s Cultural Dimensions, Hall’s Cultural Dimensions -Religion and its							

implication on business -A comparison of world views: East and West -The importance of World views and international management		
UNIT 2	Cross Cultural Communication	10 hours
Characteristics of Communication- Culture and Communication -Major Obstacles to Cross Cultural Communication- Non-verbal communication – across cultures –Hall and Hall’s concept of Low and High Context communication - Cross – Cultural Conflict -Source and Type of Conflicts - Cross Cultural conflict and resolution.		
UNIT 3	Leadership Use of Power and Authority in Different	10 hours
Defining leadership – Models of Leadership, Use of power and Authority in different cultural set up, Various Behavioural Styles of leaders across cultures, Leadership in different cultures - Motivation and Culture		
UNIT 4	Organizational Culture in Multi-National, Corporations (MNCs)	10 hours
Organizational Culture in Multi-National Corporations (MNCs) -Organizational Culture & National Culture -Family culture - Eiffel Tower culture -Guided Missile culture -Incubator culture -Managing Multiculturalism and Diversity, Phases of Multicultural Development.		
UNIT 5	Doing Business Across Cultures	10 hours
Managing across Cultures - Cross Cultural differences and similarities in doing business - Parochialism and Simplification -Cultural differences in selected countries and regions - Doing Business in China -Doing Business in India - Doing Business in France- Doing Business in Arab Countries Doing Business in Africa		

Text Books:

- Cross-Cultural Management: Essential Concepts, by David C. Thomas (Author), Mark F. Peterson (Author)
- Understanding Cross-Cultural Management by Marie-Joelle Browaeys and Roger Price

References:

- International and Cross-Cultural Management Research By Jean-Claude Usunier

Course Outcomes:

- Managing effectively across national and cultural boundaries in the international business is an important feature of corporations and the modern workforce facing today.
- Understanding the role of culture in an organizational processes and activities is an important aspect of modern management.
- A keen awareness and a high degree of cross-cultural competence in management are therefore key to the career success of both present and aspiring managers / professionals.
- The main aim of the course is to provide conceptual, theoretical and practical knowledge of cross-cultural management to the participants.
- This course aims to give an overview of cross-cultural management practices and it examines how culture is expressed.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	0	1	0			0	1		
CO2	2	2	0	2	2	0		2	2		
CO3	2	2	2	2	2	2	2	3			
CO4	2	3	2	3	1	2		3	2		
CO5	2	3	0	3	1			3	3		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

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SDG No. & Statement

4

Unit 1,4,5deals with the role of culture in an organizational processes and activities is an important aspect of modern management

SDG Justification:

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



HRMG7011	Employment Laws	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Industrial legalizations are the laws enacted by the Government to provide economic and social justice to the workers in industries. Generally, these laws provide guidelines to the employers/industrialists in dealing with the matters of wages, wage incentives, facilitates for workers and the working conditions of labour. The first step in establishing social justice is to protect those who can't protect themselves. Industrial laws provide social justice to the workers by ensuring suitable distribution of profits and benefits among the employer and employees. It also provides better working conditions in industry.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To provide an understanding of the concepts of employment Laws • To impart knowledge to analyse the various employment Laws in India. • To evaluate the function of employment laws in Industrial Organisations. • To analyse the Cases and the Judgements of the Supreme Court and High court • To apply the various sections of the Acts to solve case discussions. 							
UNIT 1	The Industrial Disputes Act, 1947					7 hours	
<p>Significant role and objectives of the Act, Statutory and Non-Statutory Mechanism, Conciliation, Arbitration and Adjudication process, Strikes and Lockouts, Layoff and Retrenchments. Industrial Employment and Standing Orders Act 1946, Certified Officer, Certified Standing Orders, Modification, Posting of Standing Orders, Un Fair Labour Practices, Principle of Natural Justice.</p>							
UNIT 2	The Factories Act, 1948					10 hours	

<p>Significance and Objective of the Act, Health, Safety and Welfare provisions, Working conditions, Working Hours, Penalties, and the Contract Labour (Regulation and Abolition) Act, 1970, significance, Registration and Objective of the Act, Abolition and Regulation Mechanism, Health, Safety and Welfare Provisions, Penalties. Payment of Gratuity Act, 1976. Significant role of the Compensation and Gratuity Act, Basic application and components of the Gratuity Act, Calculation of the Gratuity, Limit for Gratuity Penalties.</p>		
UNIT 3	The Employees Provident Fund and Miscellaneous Provisions Act, 1952,	9 hours
<p>and the Maternity Benefit Act, 1961. Significance of the Retirement Benefit, Calculation and contributions under the Act, Various types of Provident funds, Withdrawal and Transfers of provident fund, Penalties under the Act. Significance of the Maternity Benefit under the Social security, Maternity Benefit with Wages, Tenure of the Maternity Benefit, Penalties</p>		
UNIT 4	The Payment of Bonus Act, 1965 and, the Equal Remuneration Act, 1976	10 hours
<p>Significance and Objective of the Bonus, Calculation of the Bonus in India, Statutory Bonus, Minimum and maximum Bonus, Set-Off and Set on Bonus, voluntary Bonus, Penalties. Significance of Equal Remuneration, Discrimination Laws in India, Penalties. Unorganized.</p>		
UNIT 5	The Child Labor (Prohibition & Regulation) Act, 1986, and the A.P. Shops & Establishments Act, 198	9 hours
<p>Significant Objective of the Act, Basic Understanding of the Child Labor Laws, Child labor abolition and Regulation Laws in India, Health Safety and Welfare provisions under the Law and Penalties, Shops and Establishment laws in India, Health, Safety and Welfare provisions under the Law</p>		

Text Books:

- Padhi, P.K., "Labor and Industrial Laws", Prentice Hall of India, New Delhi, 2018

References:

- Singh B.D., "Labor Laws for Managers", Excel Books, New Delhi, 2014
- Malik P. L., "Industrial and Labor Laws", Eastern Book Company, 2013
- Mishra S.N., "Labor and Industrial Laws", Central Law Publication, 2012

Course Outcomes:

- Understand the evolution of Rules and Sections.
- Understand the Judgments of High courts and the Supreme Court.
- Understand the role and Mechanism of Regulatory Bodies.
- Understand the various Business disputes.
- Understand and Apply the Legal disputes and Case Studies

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	1	2	1			0	2	3	
CO2	1	2	1	3	1			1	1	1	
CO3	3	1	3	1	1			1	1	0	
CO4	1	2	2	1	1			1	2	2	
CO5											
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
APPROVED IN:											
BOS :						ACADEMIC COUNCIL					
SDG No. & Statement			8								
Decent Work and Economic Growth											
SDG Justification:											
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all											

HRMG7021	Performance Management	L	T	P	S	J	C	
		3	3	0	0	0	3	
Pre-requisite	NA							
Co-requisite	NA							
Preferable exposure	NA							
<p>Course Description:</p> <p><i>Of all the human resource management functions, performance management has a special place since it is a strong determinant of organizational excellence. Organizations of the contemporary era have realized that human resource needs to be continuously excited and provided with opportunities for the gratification of motivational needs to sustain business growth. Performance management as a concept and practice has substantive potential to fulfil the business demands of an organization by integrating its growth with the motivational needs of human resources.</i></p>								
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To understand the basic concepts of 'Performance Management as a tool to measure the performance of employees in the workplace • To identify the fundamental concepts of Performance management in Case analysis • To acquire knowledge in measuring performance and managing in organizations 								
UNIT 1	Performance Management:					9 hours		
<p>Performance Management: Introduction, Definition of PM – Objectives, Characteristics and Prerequisites of PM – Dimensions of PM – Factors affecting of Performance Management – Linkage of performance management with other HR Sub Systems – Role of HR Professionals in Performance Management.</p>								
UNIT 2	Performance Management System (PMS)					9 hours		

Introduction to PMS – Objectives and Functions of PMS – Conceptual model of Performance Management System – Characteristics of PMS – Performance Management Process - Theories of Goal Setting and Corporate and Individual levels of goal setting – Expectancy Theory.		
UNIT 3	Performance Planning	9 hours
Definition and Importance of Performance planning – Objectives and Characteristics of performance planning – Methodologies of Performance Planning – Process of Performance Planning – Barriers to performance planning. Performance Managing: Meaning and Importance – Objectives and Characteristics – Performance Managing Process.		
UNIT 4	Performance Appraisal	9 hours
Meaning and Characteristics of appraisal – Objectives and Importance of appraisal – Process of Performance Appraisal – Methods of Performance Appraisal – Ethical Issues in Performance management.		
UNIT 5	Performance Monitoring	9 hours
Definition of Performance Monitoring and Characteristics – Objectives of monitoring – Process of Performance Monitoring – performance management Documentation – Annual Stocktaking – Performance Management Audit – Leading high-performance teams – Integrated Performance Management – Maturity Alignment.		

Text Books:

- Kohil A. S., & Deb, T., “Performance Management”, OXFORD University Press, New Delhi, 2008.
- Herman Aguinis, “Performance Management”, Pearson, New Delhi, 2008.

References:

- Michael Armstrong and Angela Baron, “Performance Management”, Jaico Publishing House,

Mumbai, 2009.

- Rao, T. V., “Performance Management and Appraisal Systems”, Response books, New Delhi, 2007 Additional Reading.

Course Outcomes:

- Understand about the concept of performance management and its dimensions.
- Explain about the performance management system.
- Analyse the process of Performance Planning and Managing.
- Explain the different appraisal methods.
- Evaluate the process of performance monitoring and documentation.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	0	1	0	1			2	0		
CO2	1	2	2	1	0			1	2		
CO3	0	1	2	2	2			0	1		
CO4	2	1	0	1	1			2	1		
CO5	1	1	0	2	1			1	1		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

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SDG No. & Statement

8

Decent Work and Economic Growth

SDG Justification:

Consumer behaviour helps us understand how consumer can be taught responsible consumption and thus ensures sustainable consumption and production patterns

HRMG7031	HR Analytics	L	T	P	S	J	C
		3	3	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>This course is designed explicitly for Postgraduates pursuing HRM as a specialization and HR Professionals. In this course, the student will learn measurement metrics for evaluation of HR Functions with new analytical frameworks. It will help them for effective decision-making in organization for a better understanding, control, and hold of this function to contribute significantly to the overall business objective.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To provide knowledge in developing the right HR metrics and analytics based on the organizational requirements. • To lay the foundation in pruning HR metrics into Analytics for effective management decisions. • To Explain the preparation of human resource metrics to support business improvement • To Identify and use human resource data in organizations for decision-making. • To develop an action plan to drive the use of human resource measurement in organizations 							
UNIT 1	Introduction to HRM						9 hours
Introduction- Traditional HRM – Changing trends in HRM and Emergence of Strategic HRM- HR Analytics Phase. Understanding HR Analytics- How to conduct a purposeful workforce Analytics- Key Influence in HR Analytics Process – Model for Adoption of HR Analytics – Gartner’s Analytics Maturity Model							
UNIT 2	Usage of HR Analytics						9 hours

Usage of Analytics in Job Analysis- Employee Profiling – Human Resource Planning – Ratio Analysis, Regression, Markovian matrix- Selection Process- KPI/ Dashboard in Recruitment / Selection- Use of AI in Recruitment - Training and Development- HR Analytics in Training and Development –ROI of Behavioural Training - Metrics for Training.		
UNIT 3	Benchmarking and best practices	9 hours
Attrition Analytics-Learning and Development Analytics, Diversity Analytics-Employee engagement analytics-☐Employee satisfaction analytics-(Case studies on HR Analytics)		
UNIT 4	Measuring HR Contribution	9 hours
Developing HR Scorecard-Developing HR Analytics Culture-HR Analytics as a change - Management process -Establishing a culture of HR analytics ,Build Vs. Buy Approach		
UNIT 5	Future of HR analytics	9 hours
Understanding the link between HR analytics and business-Role of HR in the growth of HR Analytics-Road map for HR analytics adoption-HR analytics and Job market.		

Text Books:

- Rama Shankar Yadav, Sunil Maheshwari (2021), HR Analytics - Connecting Data and Theory, Wiley publishers, ISBN- 9789390421558
- Mike West (2019), People Analytics, John Wiley & Sons, Inc., ISBN: 978-1-119-43476-4; 978-1-119-43483-2 (ebk); 978-1-119-43479-5 (ebk)

References:

- Edwards Martin R, Edwards Kirsten (2016),—Predictive H.R. Analytics: Mastering the HR Metric||,Kogan Page Publishers, ISBN-0749473924
- Fitz-enz Jac (2010), —The new H.R. analytics: predicting the economic value of your company's human capital investments||, A.M.A.C.O.M., ISBN-13: 978-0-8144-1643-3
- Fitz-enz Jac, Mattox II John (2014), —Predictive Analytics for Human Resources||, Wiley, ISBN- 1118940709
- Bernard Marr(2018), Data Driven H.R.:How to use Analytics and metrics to data driven performance,Kindle Edition.

- John Sullivan(2003) H.R. Metrics The World Class Way, Kennedy Information ISBN 978-1932079012

Course Outcomes:

- To understand the overview of HR analytics
- To Understand the metrics related to sub functions of HRM and creation of dashboards
- To explore and Understand the HR indicators, metrics, and data which would streamline the roots of HR analytics.
- To Learn and Develop HR Scorecard and understand Diversity Analytics, which reflects the Employee engagement analytics.
- To understand the linkage between HR analytics and outcome of the business. Analyze the road map for HR analytics

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	1	1	1	1			1	0		
CO2	1	3	1	1	2			1	0		
CO3	3	1	2	1	1			1	0		
CO4	1	1	2	1	1			0	1		
CO5	1	1	2	1	3			0	1		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

ACADEMIC COUNCIL

SDG No. & Statement

8

Decent Work and Economic Growth

SDG Justification:

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

OPERATIONS & SUPPLY CHAIN MANAGEMENT

OPTS7001	Materials Management	L	T	P	S	J	C
		3	0	0	0	0	0
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>The cost of materials is a significant component in the over-all cost of production in manufacturing & services. To keep costs low, purchase of material, storage and inventory control becomes essential. Materials management is in fact a bridge between optimal acquisition of input materials and the eventual smooth transfer into output of products and services. Prudent management of materials becomes thus a core activity. The various concepts and techniques of Materials management would benefit contemporary as well as the evolving futuristic organizations, for their stability and prosperity. This would also facilitate meeting global competitiveness effectively for organizations.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • Understand importance, purchasing process, storage of materials • Understands forecasting, planning and budgeting • Enhance skills on storages management 							
UNIT 1	Materials management an Overview						13 hours
Strategic importance of materials management and its relationship with various functional managements, purchase, stores and inventory control functions.							
UNIT 2	Materials Forecasting & Sourcing						10 hours
Demand forecasting, sourcing of materials, vendor developing and seller's relationship.							

UNIT 3	Materials Planning and Control	hours
Materials planning and budgeting, functions of inventory, Inventory systems and modelling, process of inventory and spare parts management		
UNIT 4	Stores management	12 hours
Stores functions, material codification, materials standardization, location of stores, stores security and loss function and stores accounting.		
UNIT 5	Materials Management - Organization & Appraisal	13 hours
Materials management organization, M.I.S for Materials management, Materials management control and its performance appraisal.		

Text Books:

- Materials Management, Dr. A.K. Singh, Laxmi Publications (P) Ltd. New Delhi.

References:

- Materials Management, Rajendra Mishra, Excel Books, New Delhi.
- Materials Management Procedures Text and cases, A.K. Dutta, Prentice-Hall of India Private Ltd., New Delhi.

Course Outcomes:

- To understand the basic concepts of Materials Management for enhancing competitiveness in organizations
- To recognize the fundamental concepts of various decision-making tools used in the Materials Management
- To understand the frame work of Inventory Control in Organizations
- To acquire skills in formulating Materials management strategy

- Evaluate an operation for sustainable materials management.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	0	0	1	1			1	1		
CO2	2	2	1	1	2			2	2		
CO3	1	0	1	1	2			2	2		
CO4	1	3	2	1	1			2	2		
CO5	1	2	2	1	2			2	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

ACADEMIC COUNCIL

SDG No. & Statement

SDG Justification:

OPTS7011	Supply Chain Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>This course deals with Uncertainty & vertical disintegration of supply chain architecture is a major component of supply chain management within the contemporary context of economic globalisation.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To develop the students’ critical awareness of the contemporary debates relevant to supply chain management using manufacturing and service examples. • To relate and apply supply chain management concepts and techniques to analysis of real case activity, simulations and game activity between the organisations operating in the supply chain network. • To provide students with an understanding of formulation of practical solutions and procedures for the strategy development, planning and control of manufacturing and service-related supply chain management at all levels of operations (SME/Large/MNE) 							
UNIT 1	Understanding the supply chain						9 hours
Basics in supply chain, process view of a supply chain, material and information flow, decision phases, competitive and supply chain strategies, achieving strategic fit, expanding strategic scope, customer perspectives in supply chain and lead time, measuring supply chain performance							
UNIT 2	Managing operations and logistics in a supply chains						9 hours
Matching demand and supply including time based management, forecasting, capacity planning, scheduling, inventory management, JIT, lean and agile thinking							

UNIT 3	Procurement and relationship management in supply chains	9 hours
Organizational/firm theories, Kraljic model for procurement, sourcing strategies, supplier rationalization, supply structure, supplier selection, supplier development, integration and coordination in the supply chain, managing inter-firm relationships		
UNIT 4	Retail logistics, warehousing, distribution in supply chains	9 hours
Facility location analysis: network design, its alternatives and costs associated with them; the infinite set approach - centre of gravity of supply and demand; the feasible set approach - location weighted score method		
UNIT 5	Risk management, reverse logistics and sustainability in supply chains	9 hours
The sources of supply chain complexity, mastering complexity, vulnerability in supply chains, understanding the supply chain risk profile, managing supply chain risk, achieving supply chain resilience, product returns, end-of-life disposal schemes, asset value recovery strategies, ethics and impact of supply chain activities on triple bottom line.		

Text Books:

- Chopra, S. and Meindl, P. (2014). Supply Chain Management: Strategy, Planning and Operation, Sixth edition. Chennai: Pearson Education.
- Harrison, A., Van Hoek, R., (2011). Logistics management strategy: competing through the supply chain, Fourth edition. Harlow: Financial Times Prentice Hall.

References:

- Cousins, P. D., Lamming, R., Lawson, B. and Squire, B. (2008). Strategic Supply Management: Principles, Theories and Practice, First edition. Harlow: Financial Times Prentice Hall.
- Christopher, M. (2011). Logistics & Supply Chain Management, Fourth edition. Harlow: Financial Times Prentice Hall.

Course Outcomes:

- Understand the role of operations and logistics for effective supply chain management.
- Explore the role of procurement and relationship management in supply chain strategy

- Evaluate improvement strategies and solutions to problems in supply chains
- Analyse risk in supply chain and evaluate mitigation strategies
- Evaluate an operation for sustainable supply chains.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	1	1	2	2			1	2		
CO2	1	1	1	2	2			1	2		
CO3	2	1	2	2	2			1	2		
CO4	1	1	1	2	2	1		1	2		
CO5	2	2	1	2	2			1	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

ACADEMIC COUNCIL

SDG No. & Statement

12

SDG Justification:

This course is related to managing data which is a vital asset to any organization. This course might help for building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

OPTS7021	Project Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Project management is becoming more important in today's world. Mastery of key tools and concepts could give a significant competitive advantage in the marketplace.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • Provide experience in using the concepts, techniques, and decision tools available to project managers. • Enlarge a basic understanding of the importance of work breakdown structures and networks to planning, scheduling, and controlling projects. • Create an awareness of potential conflicts and problems that can occur in projects. • Identify appropriate behavior for successfully managing a project. 							
UNIT 1	Introduction						8 hours
Definition, Projects and Operations, Project Management- Project Management Body of Knowledge (PMBOK). Application area Knowledge, standards and Regulations, Understanding the Project Environment. Importance of Project management. Project Life Cycle-Project Initiation; Project planning, Project Execution, Monitoring and Control, Project Closure.							
UNIT 2	Project Scope Management						8 hours
Conceptual development, the scope statement, Work Breakdown Structure (WBS)- Development of WBS, Organizational Breakdown Structure. Project Communications Management.							

UNIT 3	Project Planning	8 hours
Project Network Analysis-PERT/CPM, Time estimates in Critical Path Analysis, Floats, and Project Time – Cost Trade – off. Project Time Management		
UNIT 4	Project Risk Management	8 hours
Risk Management Process, Contingency Planning, Project Cost Management, Project Quality Management.		
UNIT 5	Leadership and project management	8 hours
Leaders vs. Managers, Traits of effective project leaders, Project Champions, Project Stakeholder Management, Project Human Resource Management.		

Text Books:

- Choudhury, S. (2010), Project Management, New Delhi: McGraw Hill India.
- Nagarajan, K. (2015), Project Management, New Delhi: New Age International (P) Ltd Publishers.

References:

- Khanna, R. B. (2012), Project Management, New Delhi: Prentice-Hall of India.
- Chandra, P (2014), Projects Planning, Analysis, Selection, Implementation and Review, New Delhi: McGraw Hill India.

Course Outcomes:

- Understanding of terminologies and concepts of financial risk management
- Apply Tools and techniques deployed in organizations across the risk classes to manage risks
- Analyze information and apply quantitative methods used in Risk Management to support

decision making

- Evaluate Credit /Market / Operational Risks
- Formulate a risk management strategy

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	0	0	1	0			3	0		
CO2	3	0	0	2	0			1	3		
CO3	2	3	0	0	1			3	2		
CO4	2	1	0	0	1			1	3		
CO5	2	0	0	3	1			2	1		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
APPROVED IN:											
BOS :						ACADEMIC COUNCIL					
SDG No. & Statement											
SDG Justification:											

OPTS7031	Service Operations Management	L	T	P	S	J	C
		4	0	0	0	0	4
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Services operations management is related with delivering service to the customers of the service. It involves understanding the service needs of the target customers, managing the processes that deliver the services, ensuring objectives are met, while also paying attention to the constant improvement of the services. Service organizations react to the wants of customers and leave certain experiences in the minds of the customer through a service delivery system. This course provides a general introduction to service operations management. This course aims to familiarize the learner with the major operational problems and issues that confront managers of services, and provide the learner with concepts, insights and tools to deal with these issues in order to gain competitive advantage through operations.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To identify, locate and define operational problems and issues affecting service delivery and cost • To gain the insights and suitable tools to analyze and deal with managerial challenges • To link process capabilities and operational capabilities to business strategy • To learn create cost-effective service processes suitable to the organization • To understand the linkage between managerial actions and operational performance 							
UNIT 1	Introduction to Service Operations					10 hours	

Role of Services in Economy; -Nature of services-the Service concept-Customers and relationships-Managing supply relationships -Global trends in Services Sector; Changing paradigms in Competitiveness of services		
UNIT 2	Service Strategy	13 hours
developing an overall vision for the service system-Developing a service strategy- service culture.		
UNIT 3	Service delivery design-Implications for Service Delivery	12 hours
Design-service Processes; service People, Resource utilization; Performance measurement- Linking operations decisions to business performance		
UNIT 4	Managing Supply and demand	12 hours
Managing Waiting lines-Queuing Theory Applications in Service Systems- Capacity issues in service systems-Forecasting Demand for services		
UNIT 5	Global Services Delivery Models in Practice in IT/ITES and Financial Sectors	13 hours
Risk & Security issues in Financial Services Sector; Role of technology; Services Management in various sectors		

Text Books:

- R. Johnston and G. Clark, Service Operations Management, New Delhi: Prentice Hall.
- J. A. Fitzsimmons and M. J. Fitzsimmons, Service Management - Operations, Strategy and Information Technology, New Delhi: McGraw Hill Publishers

References:

- Service Operations Management, Second Edition, David W Parkar
- Successful Service Operations Management by Richard Metters

- Biotech-global-business-services and Optimizing Global Service Delivery Models

Course Outcomes:

- Develop an understanding of the operational aspects of services for their effective management.
- Design the service processes
- Design a Servicescape to facilitate precise delivery of a service.
- Manage the demand and capacity of a service for maximizing the yield.
- Forecast service demand and bridge gap between customer expectation and subsequent deliver

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	0	0	0	0			3	2		
CO2	0	0	3	3	0			3	3		
CO3	0	3	0	0	0			2	3		
CO4	2	3	0	0	0			3	3		
CO5	3	2	2	2	3			3	3		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

ACADEMIC COUNCIL

SDG No. & Statement

SDG Justification:

BUSINESS ANALYTICS

BUAN7001	Machine Learning	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite							
Co-requisite							
Preferable exposure							
<p>Course Description:</p> <p><i>Machine learning is an application of artificial intelligence (AI) that provides systems the ability to automatically learn and improve from experience without being explicitly programmed.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • Understand the concepts of Machine Learning • Use a tool to implement Supervised Learning Algorithms • Use a tool to implement Unsupervised Learning Algorithms • Understand how ANN works • Understand different applications of Machine Learning 							
UNIT 1	Introduction to Machine Learning						7 hours
Basics of Machine Learning, Categories of Machine Learning, Steps in Machine Learning, The Machine Learning process, Train and Test Data, Validation Techniques (Cross-Validation)							
UNIT 2	Supervised Learning						7 hours
Linear Regression, Logistic Regression, Naïve Bayes Classifier, K-Nearest Neighbors Support Vector Machines, Decision Trees, Bagging & Boosting							
UNIT 3	Unsupervised Learning						7 hours
Clustering: Distance measures, Different clustering methods (Distance, Density, Hierarchical), Iterative distance-based clustering; Dealing with continuous, categorical values in K-Means, Dimensionality Reduction/ Feature Selection							
UNIT 4	Reinforcement Learning and Deep Learning						7 hours

Markov Decision, Monte Carlo Prediction, Artificial Neural Networks: Basic Structure of ANN, Types of ANN, Defining and Training of ANN		
UNIT 5	Applications of Machine Learning	7 hours
Sales and Marketing, Financial Services, Social Media Management, Self Driving Cars, Fraud Detection		

Text Books:

- Saikat Dutt, Subramaniyam Chandramouli, Amit Kumar Das, Machine Learning, Pearson Education

References:

- E. Alpaydin, Introduction to machine learning, 3rd edition, The MIT Press.
- Doug Hudgeon Richard Nichol, Machine Learning for Business. Manning Publications Co.
- Andreas C. Müller & Sarah Guido, Introduction to Machine Learning with Python. by O'Reilly Media, Inc.
- Kevin Gurney, An introduction to neural networks. UCL Press Limited.
- S Haykin, Neural Networks and machine learning. Pearson

Course Outcomes:

- Distinguish different categories of machine learning
- Build a model using supervised learning techniques
- Build a model using supervised learning techniques
- Describe the concept of reinforcement learning and deep learning
- Evaluate different applications of machine learning

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	2	0	0	2			1	1		
CO2	2	3	0	0	3			1	2		
CO3	2	3	0	0	3			1	2		
CO4	2	3	0	0	3			1	2		
CO5	2	3	0	0	3			1	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:**BOS :****ACADEMIC COUNCIL****SDG No. & Statement**

8

Industry, Innovation and Infrastructure

SDG Justification:

This course is related to programming, which is considered important for IT applications, practice of data analytics, and digital infrastructure in the industry. So, this course might help for building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

BUAN7011	Data Science with R	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite							
Co-requisite							
Preferable exposure							
<p>Course Description:</p> <p><i>R is an open source programming language for statistical computing and graphics. Being open source, it has found huge acceptance among data scientists and is one of the popular tool for data science and machine learning.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • Understand data types and structures using R language • Understand and practice data processing using control flow in R • Understand package management and visualization in R • Practice data analysis using R • Learn and practice machine learning algorithms using R 							
UNIT 1	Elements of R						8 hours
Concept of R, IDE of R, Mathematical Operators and Vectors, Assigning Variables, Special Numbers, Logical Vectors, Classes, Different types of numbers, Changing classes, Examining Variables, The workplace, Elements in R – Vectors, Matrices and Arrays, Lists, Conversion between vectors and lists, Combining lists, Data Frames							
UNIT 2	Functions, Strings and Flow Control						8 hours
Environments, Functions, 185 Strings, Factors, Flow Controls - Conditional – if and else, Vectorized if, Multiple Selection, Loops – repeat loops, while loops, for loops, Advanced looping – replication, looping over lists, looping over arrays, Multiple – Input Apply, Instant vectorization, Split-Apply-Combine							
UNIT 3	Packages and Visualization						8 hours

Loading packages, search path, libraries and installed packages, installing packages, maintaining packages, Visualization – The three plotting systems, Scatterplots – base graphics, lattice graphics, ggplots, Line Plots, Histograms, Box Plots, Bar Charts, Other plotting packages and systems		
UNIT 4	Computing Statistics and Exploratory Data Analysis	8 hours
Summarizing data, Calculating relative frequencies, Tabulating Factors and creating contingency tables, Testing categorical variables for independence, Calculating Quantiles of a dataset, Converting data into z-scores, t-test, testing sample proportions, testing normality, comparing means of two samples, testing correlation for significance, Variations, Missing Values, Covariation, Patterns and Models		
UNIT 5	Machine Learning and Model Building with R	8 hours
Types of machine learning algorithm, supervised learning algorithms – Linear regression in R, Logistic Regression in R Unsupervised Learning in R -Clustering with R, Recommendation Algorithms, Steps to generate recommendations in R, Model Building: Model basics, Type of Models, Visualizing models – Predictions, Residuals, Model Building, Communicating results – Basics of R Markdown		

Text Books:

- Paul Teetor, R Cookbook, O’Reilly.

References:

- Fred Nwanganga, Mike Chapple, Practical Machine Learning in R, John Wiley & Sons, Inc.

Course Outcomes:

- Handle data types and structures using R language
- Perform data processing using control flow in R
- Manage packages and create visualizations using R
- Perform data analysis using R and create reports
- Practice machine learning algorithms using R and create reports

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	0	1	0	0	2			1	2		
CO2	0	2	0	0	2			1	2		
CO3	0	2	0	0	2			2	3		
CO4	0	3	0	0	3			3	3		
CO5	0	2	0	0	2			2	3		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :	17th May,2022	ACADEMIC COUNCIL	17th June,2022
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SDG No. & Statement	9		
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Industry, Innovation and Infrastructure

SDG Justification:

This course is related to visualization, which helps in understanding the data better and to provide useful insights, practice of data analytics, and digital infrastructure in the industry So, this course might help for building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

BUAN7021	Data Visualisation	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite							
Co-requisite							
Preferable exposure							
Course Description: <i>Data Visualization is the presentation of data in a pictorial or graphical format. Today analysts are required to deal with large amount of data. Visualization helps in presenting the data in pictorial or graphical format. Such visual representation will help in providing better insights to the decision maker. Tableau and Power BI are popular visualization tools to create visual data.</i>							
Course Educational Objectives: <ul style="list-style-type: none"> • To understand the concept and benefits of visualization • Understand the usage of different visual encoding • Provide hands on working with Tableau and Power BI tool 							
UNIT 1	Introduction to Visualization						9 hours
Concept and importance of data visualization, choosing appropriate visual encodings – ordering of items, number of distinct values, structure of visualization, Positioning - Placement and Proximity, Graphs and Layouts, Colors, Size, Text and Typography, Shape, Lines							
UNIT 2	Charts in Tableau						9 hours
Connecting to Data Source, Tables, Charts, GIS Charts, Data Dashboards, Story							
UNIT 3	User defined fields and Customization						9 hours
Using predefined fields, calculating percentages, applying if-then logic, applying logical functions, showing totals and percentages, discretizing data, manipulating text, aggregate data, Customization in Tableau.							
UNIT 4	Data Visualization with Power BI						9 hours

Introduction to Power BI, Primary tools of Power BI, Reports in BI, Charts in BI, Slicers, Map Visualizations.		
UNIT 5	Dashboards and Customization with Power BI	9 hours
Dashboard Vs reports, Creating a dashboard, Dashboard Tiles, Pinning Tiles, Custom Visualization		

Text Books:

- Mastering Microsoft Power BI by by Greg Deckler, Brett Powell, Second edition
- Mastering Tableau 2021, by Marleen Meier, David Baldwin (Author), 3rd Edition

Course Outcomes:

- To understand the concept and benefits of visualization
- Understand the usage of different visual encoding
- Provide hands on working with Tableau
- Hands on experience with Power BI
- Story telling through Data Visualization

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	0	1	0	0	2			1	2		
CO2	0	2	0	0	2			1	2		
CO3	0	2	0	0	2			2	3		
CO4	0	3	0	0	3			3	3		
CO5	0	2	0	0	2			2	3		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS : 17th May, 2022 **ACADEMIC COUNCIL** 17th June, 2022

SDG No. & Statement 9

Industry, Innovation and Infrastructure

SDG Justification:

This course is related to programming, which is considered important for IT applications, practice of data analytics, and digital infrastructure in the industry. So, this course might help for building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

BUAN7031	Web Technologies for Data Analytics	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite							
Co-requisite							
Preferable exposure							
<p>Course Description:</p> <p><i>Web technologies is the work involved in developing digital infrastructure required for business firms and other enterprises. Web technologies can range from developing a simple Single Page Applications (SPA) to a complex web application that addresses the ecommerce needs of businesses. Web engineering, Web design, Web content development, client-side/server-side scripting, Web server and network security configuration, are few typical tasks that are greatly in demand for e-commerce jobs today.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • Understanding on internet technologies and their importance for business. • Understanding on presentation layer and its role in building web-based resources for business firms. • Understanding on data layer and its role in developing web-based resources for business firms. • Understanding on network layer and its role in building web resources for business firms. • Understanding on various web frameworks and their importance in building/developing web resources for business firms. 							
UNIT 1	Internet Technologies					8 hours	
<p>Internet technologies: Concept and evolution of internet, internet domains, WWW. Networking: web server and clients – architecture, types, IP addresses and protocols, types of network layers,</p>							

services of TCP/IP - SNMP, FTP, DNS etc. Domains: types, registration. Open System Interconnection model (OSI), OSI vs TCP/IP Reference Models, various layers of OSI model.		
UNIT 2	Client-Side Technologies	8 hours
HTML – HTML tags, commonly used HTML commands, titles and footer, text formatting, text styles, lists, graphics – images and videos, tables, links, frames. CSS – types of insertion, comments, colors, backgrounds, borders, margins, padding, height and width, outlines, text, fonts, icons, tables, opacity, forms, layouts, math functions, backgrounds, gradients, shadows, text effects, 2D and 3D transformations, animations, pagination, multiple columns, media queries, images & videos, frameworks, templates. JavaScript: data types & literals, variables, type casting, operators, control structures, conditional statements, loops, functions, OOPs.		
UNIT 3	Back-End Technologies	8 hours
Introduction to Object Relational Mapping/Mapper (ORM). Hibernate: Overview & architecture, environment, configuration, sessions, persistence, mapping, annotations, query language, native SQL, batch processing. SQLAlchemy: connecting to databases, creating tables, SQL expressions, selecting rows, using aliases, CRUD expressions, handling multiple tables, joins, conjunctions, functions, set operations, mapping, sessions, adding objects, using queries, updating objects, applying filter, file operators, lists and scalars, relations, joins, loading, dialects.		
UNIT 4	Network Programming	8 hours
Network programming: Internet protocols, IP addresses, DNS lookup, routing, HTTP – client, server, requests, response, headers, authentication, data downloads; Network interfaces, socket programming, Email – telnet, messages, SMTP, POP3, IMAP, SSH, FTP, SFTP; Web servers, proxy servers; Remote Procedure Calls (RPC), RPC JSON server.		
UNIT 5	Server-Side Technologies	8 hours
Fundamentals of JSP, Servlets: overview, environmental setup, architecture and lifecycle, Syntax, directives, actions, requests and response, HTTP status codes, form processing, cookies, and sessions. Spring boot: Bootstrapping, build systems, code structure, beans & dependency injection, building RESTful web services. Python flask: Installation, application setup, handling databases, templates, static files, modularity & blueprints; Templates- Jinja templating,		

contexts; Handling errors – logging & debugging, custom error pages, CLI & Shell utilities, deployment options.

Text Books:

- Kogent Learning Solutions, Web Technologies Black Book, DreamTech Press

References:

- Godbole, Khate, Web Technologies, McGraw Hill

Course Outcomes:

- Gain knowledge on domain exploration, registration, and maintenance strategies.
- Use technologies related to presentation layer and build few applications related to business analytics.
- Use technologies related to data layer and demonstrate skills such as data collection, data storage, data retrieval and presentation.
- Use network programming to deal with IP addresses, routing, HTTP request, response handling, etc.
- Use few web frameworks and develop/build server-side business-based analytics infrastructure.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	0	1	0	0	2			1	2		
CO2	0	2	0	0	2			1	2		
CO3	0	2	0	0	2			2	3		
CO4	0	3	0	0	3			3	3		
CO5	0	2	0	0	2			2	3		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :	17th May,2022	ACADEMIC COUNCIL	17th June 2022
SDG No. & Statement	9		

Industry, Innovation and Infrastructure

SDG Justification:

Knowledge on financial markets and services related to 8 & 9 SDGs, as subject deal with factors contributing to economic growth, industrial investments, Innovations and infrastructure development.

SEMESTER – IV

S. No	Code No.	Level of the Course	Title of course	Theory/Project Report	Practical/Viva Voce	Credits		Internal Assessment Marks	External Assessment Marks	Total Marks
							NEW			
1	INBS7011	Core	Sectorial and Cluster Strategies for International Business	3	3		3	60	40	100
2	INBS7021	Core	Doing Business with Emerging Markets	3	3		3	60	40	100
3	OPTS7071	Core	Port & Terminal Management	3	3		3	60	40	100
4		Elective	Elective – 1	3	3		3	60	40	100
5		Elective	Elective – 2	3	3		3	60	40	100
6		Elective	Elective – 3	3	3		3	60	40	100
7	VIVA7999	Skill Based	Comprehensive Viva				2	100		100
			TOTAL CREDITS (excluding PCDs)				20	460	240	700
1	HRMG6091	Skill Set	Student Club Activity -2		1		1	50		50
2	BUAN7071	Skill Set	Business Simulations		2		1	50		50
			TOTAL CREDITS(including PCDs)				22	560	240	800

INBS7011	Sectorial And Cluster Strategies for International Business	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Clusters can be defined as sectoral and geographical concentration of enterprises, in particular Small and Medium Enterprises (SME)s. Clusters are geographic concentrations of competing and collaborating firms that tend to produce innovation and higher than average wages. Cluster-based economic development strategies are interventions designed to improve a cluster's performance by addressing the common needs of businesses within the cluster. Clusters generate wealth in a region, clusters give a region a competitive advantage, and clusters can provide the basis for cost-effective economic development strategies.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • Grasp the foundations of negotiation, • Acquire and improve their skills of negotiation and communication, and broaden their understanding of how to deal with diversity in international negotiation, including the increasing role of English as a lingua franca. • Perform more productively in their private life and on their future job positions by acting as an educated or trained negotiator. • Continue enriching and upgrading their negotiation knowledge and honing their negotiation skills, by applying study techniques (e.g. learning, practice, reflection, and inquiry) as part of the instructional content. • To understand and perform providing the cost-effective economic development strategies. 							

UNIT 1	Introduction to Clusters	10 hours
<p>What is a cluster, what characterize clusters typically, role of suppliers, service providers, knowledge</p> <p>Providers, and associated institutions that do business with each other and share needs for common talent, technology, and infrastructure, developing Industry Clusters for economic growth. Economic Cluster</p> <p>qualifiers and differentiators</p>		
UNIT 2	Sectoral Clusters and Categories Marshallian Trinity Approach Session	10 hours
<p>Clusters categories: Emerging (low scale; high growth), Competitive (high scale; growing), Mature (high scale; stable or declining), Stabilizing, (diversifying), Strategic (based on the plans and/or needs of public sector actors. Marshallian trinity Approach: a) Labor Market Pooling, b) Supplier Specialization c) Knowledge Spill over</p>		
UNIT 3	Clusters and Strategies	10 hours
<p>The five types of cluster strategies: defensive cluster strategies, offensive cluster strategies, prospective cluster strategies, cluster-based business recruitment, and pre-cluster consolidation strategies.</p>		
UNIT 4	Clusters of Competencies and Economic Impact	10 hours
<p>Competencies of Clusters and Economic Impact, determining the industry clusters effect on the economic development of a region, regional economic development strategy of clusters and Economic Performance Process.</p>		
UNIT 5	Regional Purchase and Local Demand for the Commodities Sessions	10 hours
<p>Cluster analysis with highly localized components and services. Cluster managing and global markets Impact and competition. The role of regional purchase coefficients average RPC is the proportion of Local demand for the Commodity that is currently met by local production, Developing Local Economy Based on Regional Superior Commodities. Producer groups and Commodity Clusters</p>		

Text Books:

- Cluster Development Handbook : to guide your development interventions in a cluster, Md. JoynalAbdin, 2017, Publisher : Create space;

References:

- Guidelines for Cluster Development A Handbook for Practitioners, Maxwell Stamp
- <http://laghu-udyog.gov.in/clusters/clus/ovrclus.htm>

Course Outcomes:

- To have a knowledge on Regional Purchase Process
- To understand the Framework of Local Demand Process
- Understand the concept of the role Regional Purchase
- Explain the preference given to Regional Commodities and supplies
- Explore the framework of producer groups and commodity clusters system

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	0	1	0			1	1		
CO2	2	2	0	2	1			1	1		
CO3	2	2	2	2	1			1	1		
CO4	2	3	2	3	1			3	0		
CO5	2	3	0	3	1			2	1		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:**BOS :****ACADEMIC COUNCIL****SDG No. & Statement**

12

Responsible Consumption and Production: Achieving economic growth and sustainable development requires that we urgently reduce our ecological footprint by changing the way we produce and consume goods and resources

SDG Justification:

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

INBS7021	Doing Business with Emerging Markets	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>The course helps the students to understand the cultural, economic and geopolitical environments; and International Relations of emerging markets of the world. It would facilitate the students; understand the regulatory and policy frameworks of the emerging market economies of the Asia Pacific Countries. Further, to highlight the opportunities and challenges of India in doing business with the selected emerging market economies and to train them with practical orientation of trading with selected emerging market economies.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To have a grasp knowledge on emerging markets. • To understand the functioning of financial markets. • To understand the core concepts of macroeconomic stability. • To understand the regulatory and policy frameworks of the emerging market economies of the world. • To understand the Political and Business Systems in the emerging market economies. 							
UNIT 1	Introduction to Emerging Markets					9 hours	
Introduction to Emerging Markets, Emerging, developing, catching up • Economic performance, GDP and emerging markets, Financial markets and macro-economic stability, Political instability and economic performance, Wealth, productivity and inequality, Demography and wealth, Consumption and first time buyers, Infrastructure, Sophistication of the economy.							
UNIT 2	Operating in the Emerging Markets					9 hours	

Operating in Emerging Markets, The determinants of attractiveness and the four dimensions classifying the determinants of attractiveness, four macro dimensions that shape emerging markets, operationalizing the four dimensions analysis.

Emerging Markets Innovation: The Next Wave Triggered by Low-Cost Cars • Low-cost business models in emerging markets • Key levers in reducing product costs • Design effectiveness – key for sustainable low-cost solutions • Driving down factor costs.

Managing Risk in Emerging Markets: Defining risk in EM, Expected and unexpected risk Location risk and targeted risk, from location to targeted risk, Assessing and managing risk- Case Study: Economic Crises: Evidence and Insights from East Asia.

UNIT 3	Introduction to Emerging Markets	9 hours
<p>Introduction to Emerging Markets, Emerging, developing, catching up · Economic performance, GDP and emerging markets, Financial markets and macro-economic stability, Political instability and economic performance, Wealth, productivity and inequality, Demography and wealth, Consumption and first time buyers, Infrastructure, Sophistication of the economy.</p>		
UNIT 4	Emerging Market Economies –Country Specific Discussions	9 hours
<p>Brazil, Russia, India, China, Vietnam, Indonesia, Philippines, Thailand, Turkey, Africa: Consumer Outlook, Buying Power, Cultural Differences, Technology and Infrastructure, Competitive Advantage of Domestic vs International firms, Effect of Globalization, FDI, Growth, Inflation, Political stability, Poverty, Corruption, Risks, Environmental Issues, Business Development and Micro-Financing, Trade tensions and Policies, Role of WTO and others. Opportunities, Outsourcing and others. Case Studies: Harvard Case Study: Singapore Inc, The Fundamental Institutions of China’s Reforms and Developments, Chenggang Xu.</p>		
UNIT 5	The Asian Emerging Economies	9 hours
<p>Trade policy of the Asia Pacific Countries-Implications on India; Bilateral Trade and Investment and co-operations; Trade in Goods –services-co-operations in knowledge-based industries and protection of Intellectual property rights – Select sectors –Agriculture - Tariffs and Non-Tariff Barriers. Case Study: Asia’s dynamic growth in the new century.</p>		

Text Books:

- Business Growth Strategies for Asia Pacific by Chien.W.Shih.S and Chu.P.Y, 2005, John Wiley & Sons (Asia) Pvt. Ltd.
- Business in Asia Pacific: Text and Cases by Sonia El Kahal, 2001, Oxford University Press.

References:

- International Business; An Asia Pacific perspective by Andrew Delios, Paul W. Beamish Jane W. Lu., Pearson Education; Second edition(January 18, 2010)
- Why Nations Fail: The origins of Power, Prosperity and Poverty by Acemoglu, Daron and James Robinson, 2012, Crown Publishing.
- Business Growth Strategies for Asia Pacific by Chien.W.Shih.S and Chu.P.Y, 2005, John Wiley & Sons (Asia) Pvt. Ltd.
- Business in Asia Pacific: Text and Cases by Sonia El Kahal, 2001, Oxford University Press.

Course Outcomes:

- Explains and apply the regulatory and policy frameworks of the emerging market economies of the world.
- Understand the cultural, economic and geopolitical environments; and International Relations of the emerging market economies of the world.
- Identify and evaluate the role symmetric versus asymmetric information plays in the structure and operation of the financial system information.
- Identify the Opportunities and Challenges of Doing Business with Asia Pacific Countries.
- Helps in understanding the practical orientation of trading with selected emerging market economies.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	0	1	0	1	1	2	1	0	1
CO2	2	2	0	2	2	1	2	2	1	1	2
CO3	2	2	2	2	2	1	2	1	3	1	2
CO4	2	3	2	1	1	3	2	1	2	2	2
CO5	2	3	0	1	1	2	2	0	0	1	2

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

ACADEMIC COUNCIL

SDG No. & Statement

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**Partnerships to achieve the Goal- Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

SDG Justification:

OPTS7071	Port Terminal Management	L	T	P	S	J	C	
		3	0	0	0	0	3	
Pre-requisite	NA							
Co-requisite	NA							
Preferable exposure	NA							
Course Description: <i>By understanding Port Terminal Management the cargo movement at the port and managing the container terminal can save time in the cargo movement process</i>								
Course Educational Objectives: <ul style="list-style-type: none"> To understand the basic concepts of Port operations and Management Behaviour To identify the role of the maritime industry in facilitating cargo movement To acquire knowledge about the services of ports and terminals to facilitate the international trade 								
UNIT 1	Introduction to Maritime Business and Shipping					10 hours		
Maritime business: Role, features, and functions of Shipping in developing economies; Understanding facilities at ports; Physical infrastructure at ports, departments, and processes in ports; port vs. terminal; Types of Vessels and Cargo handled; Value added services provided at ports.								
UNIT 2	Introduction to Cargo Movement Trends					10 hours		
World cargo movement trends, Sea trade routes, Maritime conventions: Hub & spoke ports; Port performance metrics; Review of performance of key ports across the world; Future of ports; Ports and Shipping in India.								
UNIT 3	Types of ports: Port ownership models					10 hours		
Meaning, features, role of Inland Container Depots (Dry Ports), Container Freight Stations; Inland waterways; Port capacity planning and management; Port logistics & Supply chain systems; Port strategic alliances, Market positioning and differentiations.								

UNIT 4	Marine Management Services and Operations	10 hours
<p>Port and Shipping Operations: Marine Management Services and Operations; Vessels' Planning; The Four Stages of Port and shipping Management and Operations; Marine Terminal Operator (MTO) Agreements and Leasing Opportunities; Marine Terminal Operators and Leasing Opportunities: Case Studies. The future of ports & Shipping - strategic& tactical port planning; Port and shipping planning and decision factors.</p>		
UNIT 5	Port & Shipping Finance & Investments cost & revenue heads	10 hours
<p>Port & Shipping Finance & Investments cost & revenue heads: basis for cost calculations at ports and Shipping; investments appraisals, guidelines of Tariff Authority for Major Ports (TAMP); TAMP Notifications; Understanding Scale of Rates at selected public and private ports; Shipping Costs and freight Calculations.</p>		

Text Books:

- Major Port Trust Act – Govt. of India
- Port Industry Statistics
- American Association of Port Authorities
- APMOLLER Guidebook on Terminal
- Dubai Port Authorities Manual

References:

- Coursera Course - Fundamentals of Management
- <https://www.coursera.org/learn/international-business-operations>
- International Business Operations –
- <https://www.coursera.org/lecture/international-business-operations/gsc-maritime-transport-BYEtT>
- GSC Maritime Transport

Course Outcomes:

- Understand the concept of Maritime Operations and cargo movement
- Explain the concepts of Types of ports: Port ownership models
- Analyze the process of Managing Ports and Terminals
- Explain the different Types of Vessels and Cargo Movement Operations
- Evaluate the process of Port & Shipping Finance & Investments cost & revenue heads

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	0	0	0	1			2	1		
CO2	1	2	0	0	0			2	1		
CO3	0	3	0	0	2			2	1		
CO4	2	2	0	0	0			2	3		
CO5	7	0	0	0	1			2	3		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
APPROVED IN:											
BOS :							ACADEMIC COUNCIL				
SDG No. & Statement			4								
Unit 1 and 2 deals with what the roles and responsibilities are important in the management.											
SDG Justification:											
As this course is aimed to understand the concepts at global context, it helps students in exploring the ways to build relations by understanding the cultural differences.											

FINANCE

FINA7081	International Trade Finance	L	T	P	S	J	C
		3	0	0	0	0	0
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Globalization and growth of free trade have given numerous opportunities to the growth of financial transactions across the world. The current course on International Trade Finance helps the students</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To develop an understanding of the finance principles required to conduct business in a global environment, including import and export, and multinational operations. • To observe the trade risk and risk assessment; methods of payment; use of bonds, guarantees, and letters of credit; currency risk management; export credit insurance; trade finance; structure trade finance; terms of payment; international trade theory; the international monetary market; the global capital market; and foreign direct investment. • To understand the methods of repayment and credit generation in international trade. • To understand the international trade finance mechanisms. • To understand the risk management in international trade. 							
UNIT 1	Introduction to Globalization & Trade Risks and Risk assessment					10 hours	
<p>The globalization debate- Managing in global market place for global financing; International trade practices, Product risks, Commercial risks (purchaser risks) adverse business risks, Political risks, Currency risks, Financial risk.</p>							

UNIT 2	International Payment Methods:	10 hours
<p>Export Costing and Transaction Viability</p> <p>International methods and terms of payment (e.g., cash in advance, letter of credit, clean/documentary collection), Factoring and Forfaiting, Cash Flow Planning and Management, Performance Bonds and Guarantees, Insurance to protect investment in foreign countries, Alternative methods of payment (Countertrade and Consignment).</p>		
UNIT 3	Introduction to Trade Finance:	10 hours
<p>Finance alternatives Pre-shipment finance Supplier credits Refinancing of supplier credits Buyer credits The international money market, International leasing Lines of credit and local currency finance Project finance and joint venture Multilateral development banks. Case Study: Project Financing & China</p>		
UNIT 4	Export Credit Insurance & Equity Markets	10 hours
<p>The private sector insurance market Export credit agencies Investment insurance, EXIM Bank of India. Benefits of the global capital market Global capital market risks, The Euro currency market, The global bond market & The global equity markets.</p>		
UNIT 5	International Monetary Markets & Foreign Direct Investment (FDI)	10 hours
<p>The Gold Standard, Bretton Woods System, The collapse of Fixed Exchange Rate System, Exchange Rate Systems in practice, Foreign Direct Investment, Advantages, Costs and Benefits of Foreign Direct Investment, Government policy Instruments & FDI. Case Study: The Impossible Trinity Dilemma</p>		

Text Books:

- International Monetary Markets & Foreign Direct Investment (FDI)
- The Gold Standard, Bretton Woods System, The collapse of Fixed Exchange Rate System, Exchange Rate Systems in practice, Foreign Direct Investment, Advantages, Costs and Benefits of Foreign Direct Investment, Government policy Instruments & FDI. Case Study: The Impossible Trinity Dilemma

References:

- Journal of Commodity Markets, Elversir.
- Commodities, <https://www.mdpi.com/journal/commodities/editors>
- Asian Development Bank –Country Reports

Course Outcomes:

- Sensitize students on the finance principles required to conduct the business
- Identify export and import sources of financing.
- Implement risk assessment methods
- Identify forms and sources of official trade finance.
- Understand the trends in international trade financing

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	0	1	0			1	1		
CO2	2	2	0	2	2			1	3		
CO3	2	2	2	2	2			1	3		
CO4	2	3	2	3	1			3	2		
CO5	2	3	0	3	1			2	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:**BOS :****ACADEMIC COUNCIL****SDG No. & Statement**

17

Introduction to global financial systems, concepts in the Unit-1 to 4 on sustainable production and supply methods and sustainable means of usage of resources are in correlation with the SDG goal 17

SDG Justification:

Partnerships to achieve the Goal- Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

FINA7091	International Commodity Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
Course Description: <i>A country's import and export depends on the management of its available resources. This course helps to understand the importance of using different resources.</i>							
Course Educational Objectives: <ul style="list-style-type: none"> • Understand the basic concepts and process of Commodity Derivatives. • Experiment with data through technical tools for decision making. • Evaluate different markets and strategies for Commodity Derivative Decision Making. • Analyze risk and uncertainty in the Market. • Understand and perform providing the cost-effective economic development strategies 							
UNIT 1	Introduction to the commodity markets					10 hours	
Understanding Commodity markets and derivatives, Physical commodity markets; Characteristics of physical commodity markets and factor affecting demand and supply of commodity, Need for an organized exchange, Types of Derivative, Payoff for the derivative positions, Commodity derivative vs. Financial derivative, Derivative market participants.							
UNIT 2	Global commodity exchanges					10 hours	
Global Commodity Exchanges, Indian Commodity exchanges, Function and role of exchange, price of the futures, Convergence of spot and futures, Basic principle of Hedging, Speculation, and Arbitrage.							
UNIT 3	Introduction to price analysis of commodities					10 hours	

Price analysis of commodity: fundamental and technical approach; Supply and demand of commodities Fundamental analysis of copper, Fundamental analysis of sugar, Charts and analysis of charts, Price patterns Moving Averages, Oscillators, Elliot Wave Theory, Fibonacci Series		
UNIT 4	Trade Promotion Organization in India	9 hours
Speculation strategies - Arbitrage strategies - Hedging Strategies; Basic principles, applications and using futures for benefit of farmers - Function and Regulations; members and clients, risk management, regulatory framework and misconception of futures market - Exchange transaction; methods of trading, flow of transactions and technology - clearing and settlement; process of settlement		
UNIT 5	Trade Statistics and Data Analysis	9 hours
The underlying market in agricultural commodities, metal and energy market - Recent innovation in the commodity derivative markets - Globalization and commodity market; what we can learn from it - concluding comments and suggestions		

Text Books:

- Risk Management – IIB / Macmillan Publications
- International Business -SumatiVerma

References:

- E-Resources, Cases, E-Books, Websites, E-Library, Handouts.

Course Outcomes:

- Understand the basic concepts and process of Commodity Derivatives.
- Experiment with data through technical tools for decision making.
- Evaluate different markets and strategies for Commodity Derivative Decision Making.
- Analyze risk and uncertainty in the Market.
- Understand and perform providing the cost-effective economic development strategies

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	0	1	0			0	1		
CO2	2	2	0	2	2	0	2	2			
CO3	2	2	2	2	2	2	2	3			
CO4	2	3	2	3	1	2	3	2			
CO5	2	3	0	3	1	3		3	3		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:**BOS :****ACADEMIC COUNCIL****SDG No. & Statement**

17

Introduction to global financial systems, concepts in the Unit-1 to 4 on sustainable production and supply methods and sustainable means of usage of resources are in correlation With the SDG goal 17.

SDG Justification:

Partnerships to achieve the Goal- Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

FINA7061	Financial Analytics	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Financial Management						
Co-requisite	Applying Data Analytics In Finance-Illinois University						
Preferable exposure	NA						
Course Description: <i>Financial analytics helps analyse financial statements and forecast possible future economic scenarios. Financial analysis software can speed up the creation of reports and present the data in a graphical presentation that is easier to read and interpret.</i>							
Course Educational Objectives: <ul style="list-style-type: none"> • To understand financial performance and financial position • Forecast financial statements to make informed decisions • Develop skills in Financial Analysis, Financial Statements, and Financial Modeling • Learn and apply quantitative methods of financial analysis in their regular businesses • Analyse real-life proposals for financial investment in a meaningful manner 							
UNIT 1	Financial Statements Analysis:						hours
Introduction -Analysis of Financial Statements using Ratios and Comparisons among Statements:-Prepare a comprehensive ratio analysis including liquidity, activity, leverage, profitability and market s and investor ratios.							
UNIT 2	Preparation of Common Size Statements:						hours
Comparative and Common Size Statements and Percentage Changes and interpretation of comparative financial statements. Perform a basic analysis and interpretation of the financial statements,-comparative and common-size income statements and balance sheets.							
UNIT 3	Predictive Cash Flows:						hours

Statement of Cash Flows analysis: Indirect Method. Patterns of Cash Flows: Analysis of net cash flow from operating activities, net cash flow from investing activities and net cash flow from financing activities- Forecasting cash flow		
UNIT 4	Predictive Funds Flow:	hours
Statement of funds flow analysis: Changes in working capital and changes in other operating results and other changes.- Forecasting Funds Flow		
UNIT 5	Comprehensive Financial Modeling using Excel:	hours
Introduction – How Financial Models Work - Collecting and Analyzing Historical Data - Selecting the Key Forecast Drivers -Modelling the Income Statement - Modelling the Balance Sheet - Modelling Interest and Circular References - Modelling the Cash Flow Statement		

Text Books:

- Michael Samonas (2015), Financial Forecasting, Analysis and Modelling: A Framework for Long-Term Forecasting, New Delhi: Wiley Publishing.

References:

- Mark J. Bennet, Dirk L. Hugen (2016), Financial Analytics with R, Cambridge: Cambridge University Press.
- Chandan Sengupta (2011), Financial Analysis and Modeling using Excel and VBA, New Delhi: Wiley India.
- Scott Proctor K (2010), Building Financial Models with Microsoft Excel, New Delhi: Wiley India

Course Outcomes:

- The concepts and apply sound techniques for
- Analysis of financial data to investment proposals.
- This will be helpful in capital budgeting, working capital management, cash flow management.
- The art of optimal capital management.
- Apply the quantitative methods while analyzing the business potential

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	2	3	4	5			1	2		
CO2	2	0	1	0	1			1	1		
CO3	2	2	1	1	0			1	1		
CO4	2	3	0	1	1			1	1		
CO5	3	3	1	1	0			1	1		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:**BOS :****ACADEMIC COUNCIL****SDG No. & Statement**

4

SDG Justification:

Ensure sustainable consumption and production patterns

MARKETING

MKTG7051	Product & Brand Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Fundamental concepts of Marketing Management						
Co-requisite	Coursera Product Ideation, Design, and Management						
Preferable exposure	NA						
Course Description: <i>To familiarize the students with Product and Branding Strategies.</i>							
Course Educational Objectives: <ul style="list-style-type: none"> • To understand product management as a concept and the need as a revenue enhance • To examine Product Manager/ Category Manager roles • To assess Product portfolio, New Product Development, and Approaches to Product Portfolio Analysis • To evaluate Theories behind brand building • To interpret the Concept of brand audit, branding research, and brand evaluation 							
UNIT 1	Introduction to the Product Manager concept						8 hours
Role relevance, and importance in a marketing context. Exposure and relevance of Igor Ansoff matrix on Product Strategy, Overview of the Product, Category, Competition, Uncovering Needs & Buyer Behaviour							
UNIT 2	Understanding the PLC concept in detail						9 hours
Understanding the PLC concept in detail with a contemporary approach on 4 stages PLC and 7 stages Stretched PLC with categories beyond the brick and mortar, Product Portfolio roles, and the Strategic dimension, Product Mix Strategy. Exposure to BCG growth-share, GE-Mckinsey, and Shell directional policy matrix							
UNIT 3	New Product Strategy						8 hours

New Product Strategy, New Product Ideation, Concept Development & Product Testing, New Product Pricing, Commercialization, Booz, Allen, Hamilton Model of NPD, Stage gate model of NPD. Disruption and Innovation, Managing Growth and Mature cycles, Disruption, and Innovation.		
UNIT 4	Introduction to Brand and Branding	12 hours
Introduction to Brand and Branding, The four steps of Brand Building, Brand Resonance model, Brand Value chain, Understanding Brand elements, Brand Equity, Positioning & Value chain, Understanding Brand Equity Models		
UNIT 5	Brand Design	8 hours
Brand Design, Architecture, and Hierarchy, Brand Identity, Image, Personality and Brand extension guidelines		

Text Books:

- Product Strategy and Management, by Michael Baker & Susan Hart, Pearson,
- Keller, Vanitha, Parameswaran and Jacob. “Strategic Brand Management: Building, Measuring, and Managing Brand Equity”, 4e, Pearson Education

References:

- Marketing Myopia by Theodore Levitt

Course Outcomes:

- Understand the concepts of Product management, its role in revenue enhancement, and Management
- Apply the tools of PLC (Product Life Cycle), NPD (New Product Development), Brand Equity models, and implications from the marketing mix.
- Analyze the role of a Product Manager and the context of these roles in a marketing setup. The role of a New Product in a business plan and the impact of brand value in an organization
- Interpret the implications of Brand Pitfalls of Product Management and the issues in PM & BM
- Build an appreciation of Brand Architecture and the elements of Image, Personality, and

Extensions

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	0	0	1			2	3		
CO2	3	3	0	1	2			3	3		
CO3	3	3	1	1	3			3	2		
CO4	2	2	0	1	0			3	3		
CO5	3	3	0	1	2			3	1		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

May, 2022

ACADEMIC COUNCIL

SDG No. & Statement

4

Goal 4: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

SDG Justification:

MKTG7061	B2B Marketing	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Basics of Marketing						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Business to Business (B2B) marketing in India is undergoing a phenomenal change; what was looked upon as an underdeveloped nation is now regarded as a potential economic powerhouse, providing multinational companies with unparalleled opportunities. With liberalization and privatization taking place in almost all major sectors of the economy, the dynamics of industrial marketing are rapidly changing to gain a competitive advantage. It is imperative that Management students aiming to move into the B2B marketing sector be sensitized to the value implications of the B2B market environment and acquaint themselves with the fundamental concepts of B2B marketing, industrial buyer behavior, B2B marketing opportunities, B2B Branding, and marketing strategy.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To understand the basic concepts of B2B marketing. • To examine the organizational buyer behavior and enrich the knowledge on relevant models and methods of B2B buyer behavior. • To assess B2B Marketing Strategies and tools. • To evaluate how market segmentation, targeting, and positioning are carried out in B2B Markets. • To interpret the impact of Pricing and Marketing Communication Mix on B2B Markets. 							
UNIT 1	Introduction to new generation Business-to-Business Marketing:						9 hours

Meaning of Business Markets, Business Customers and B2B Marketing – Importance and Characteristics of B2B Marketing - Business and Consumer Marketing: A contrast, B2B value chain, Trends and changes in B2B marketing.		
UNIT 2	Organizational buying process:	9 hours
Classifying Products, Customers and Organizations - Types of organizational customers and their unique characteristics – Buying Centre (DMU) - Organizational Buying Behaviour, Organizational Buying Process – Models of OBB (Wester and Wind Model, Sheth Model, Buygrid model)		
UNIT 3	Establishing enduring relationships in B2B marketing:	9 hours
New generation value-added partnerships roles in B2B Marketing, Managing buyer-seller relationships. Segmenting Business Markets and Demand Analysis: Segmenting, Targeting and Positioning – Value-based segmentation - Organizational demand analysis - determining market and sales potential - Sales forecasting methods.		
UNIT 4	B2B Marketing Mix:	9 hours
Product: New product development process, Building Customer-Based Brand Equity; Place: Direct & Indirect channels, Distributors & Manufacturers rep, Channel objectives & Design, Selection & Motivation of channel members; Price: Pricing in Business-to-Business Marketing. Pricing basis, managing price as part of Marketing Strategy, Managing pricing tactics, pricing implementation-case of negotiated pricing; Promotion: B2B Advertising, Trade shows, Personal selling, Direct Marketing.		
UNIT 5	Strategic Perspectives in Business Marketing Planning:	9 hours
Managing services for Business Markets, e-commerce for business customers, and e-Supply chains in industrial markets; Selling Strategies in B2B Marketing: Designing sales process, selling channels, Key account management;		

Text Books:

- B2B Marketing Text & Cases, Krishna K. Havaldar & Shailendra Dasari, MHE, 5e July 202
- Robert Vitale, Waldemar Pfoertsch and Joseph Giglierano, “Business to Business Marketing”, Pearson Publications, New Delhi, 201

References:

- Michael D. Hutt and Thomas W. Speh, "Business Marketing Management: B2B", 10th Ed., Cengage Learning India Pvt. Ltd., New Delhi, 2012
- Andris A Zoltners, Prabhakant Sinha and Sally E Lorimer, "Sales Force Design for strategic advantage", 1st Edition, Palgrave MacMillan, NY, 2007.

Course Outcomes:

- Understand B2B Marketing Concepts for Business Decision Making
- Study the organizational buyer's decision process and influences that shape buying decisions.
- Get an overall exposure to various B2B Models of various businesses.
- Analyse strategies adopted by B2B formats concerning segmentation, targeting and positioning and other Communication aspects of B2B Businesses.
- Evaluate promotional strategies that would drive B2B sales.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	3	1	2	1			2	1		
CO2	3	2	0	2	0			2	1		
CO3	3	3	0	2	0			2	1		
CO4	3	2	1	1	0			2	3		
CO5	3	2	1	1	0			2	3		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:**BOS :**

May, 2022

ACADEMIC COUNCIL**SDG No. & Statement**

9

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

SDG Justification:

The course outline and the subject lead to quality inputs that shall create a foundation and stay with the participant for life.

MKTG7071	Marketing Analytics	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Knowledge of Marketing Management course at the application level						
Co-requisite	Basic Excel and SPSS						
Preferable exposure	NA						
Course Description:							
<i>This course intends to develop decision-making skills in the marketing Specialization students and Provides exposure to data-driven decision-making techniques.</i>							
Course Educational Objectives:							
<ul style="list-style-type: none"> • To explain data-driven marketing tools and use research for marketing decisions. • To learn about the use of data for segmenting and identifying customer groups • To illustrate Data-driven pricing decisions, and understand the relationship between price and demand. • To comprehend the importance of customer needs and life values. • To measure advertising effectiveness. 							
UNIT 1	Introduction						9 hours
Use of data for Marketing decisions. (Using Excel or SPSS), Data Collecting and developing a data file relevant for decision making. Pricing- Estimating demand curves, Non-linear pricing, Price skimming and sales, Revenue management, Segmentation-Cluster Analysis							
UNIT 2	correlation and regression						9 hours
forecasting in special events, trends and seasonality, ratio to moving average forecasting method, forecasting new product sales. -Using S curves to forecast sales of a new product, the bass diffusion model, using the Copernican principle to predict the duration.							
UNIT 3	Conjoint Analysis						9 hours
Understanding customer wants (Conjoint Analysis)							

Calculating customer lifetime value, using customer value to value a business, customer value		
UNIT 4	Advertising	9 hours
Measuring effectiveness of advertising, media selection models, pay-per-click online advertising. Internet and social Marketing -Networks, Viral Marketing, Text Mining		
UNIT 5	Market basket analysis	9 hours
Market basket analysis and lift, RFM Analysis, Allocating retail space and sales resources		

Text Books:

- Text Books: Wayne L. Winston (2014): Marketing Analytics, Wiley Publication. Reprint edition:201
- Malhotra & Dash (2016): Marketing Research Pearson Education, 14th Edition

Course Outcomes:

- To use data and take appropriate marketing decisions
- Can slice and dice data and develop ideal market segments.
- Develop effective media strategies and analyze their effectiveness
- Use and data for forecasting and identifying relations between demand and other relevant variables
- Use tools for marketing research and examine consumer behavioural parameters

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	3	0	2	3	2		2	3		
CO2	2	3	0	2	2	2		2	3		
CO3	2	3	0	3	3	2		2	3		
CO4	2	3	0	2	2	2		2	3		
CO5	2	3	0	2	2	2		2	3		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

May, 2022

ACADEMIC COUNCIL

SDG No. & Statement

4

Quality education for all

SDG Justification:

HUMAN RESOURCE MANAGEMENT

HRMG7041	Compensation Management	L	T	P	S	J	C
		3	3	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Compensation management is one of the essential and complex functions of human resource management. Compensation is one of the strategies to attract and retain talent in organizations. It is a function that involves many principles, procedures, and legislations. Knowledge of this function is vital for every employee as most disputes in organizations are around the wages and salaries of employees. This course will equip the student with all the knowledge and skill to design the compensation structure of employees in organizations.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To understand the various concepts related to compensation and wages. • To understand the concept of rewards and performance-linked compensation. • To examine the different incentive systems adopted in organizations • To analyze the structuring of wages and compensation in organizations • To examine the differences in executive and non-executive remuneration and the challenges of compensation management in MNCs. 							
UNIT 1	Compensation and wages					10 hours	
<p>Meaning and objectives of compensation; Scope; Significance; Dimensions of compensation; 3P compensation concept; Concepts of Wage- Wages, Salary, Earnings, Take-Home pay, C.T.C; Types of Wages- Minimum wages, Fair wages, Living wages, Nominal wages, Real wages; Wage Payments -Time Rate system, Piece Rate system, Payment by results, work study, Balance or debt method, Incentive rate system; Wage theories- Subsistence theory, Wage fund theory, Marginal productivity theory, Residual claimant theory, Bargaining theory. Wage Structure:</p>							

Components of wage structure- Basic; Dearness Allowance; Variable Dearness Allowance (V.D.A.) and Calculation of V.D.A.; Incremental system; Fringe benefits.

UNIT 2	Performance linked Reward system	10 hours
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Concept of reward, Reward systems; Performance descriptors and Performance related pay; Variable pay- Types of variable pay plans – Individual, Group and Organization-wide plans; Factors affecting the success of variable pay plans, Benefits of Variable pay plan; Forms and types of performance linked reward system- Merit pay, Skill-based pay, Competency-based pay, Shop floor incentive and bonus schemes- Individual piece work, work measure schemes, Measured day work, Incentives.

UNIT 3	Wage Incentive system	10 hours
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Classification of incentives-Individual incentive plans- Halsey system, Rowan system, Bedaux Point system, Differential piece rate system, Emerson’s plan, Gantt Premium, and task bonus, Accelerated Premium system: Group incentive plans- Scanlon Plan, Rucker plan; Organization based incentive plans- Gainsharing plans, Goal sharing plans, profit sharing plans, ESOPs – types of ESOPs, Annual Bonus, Economic value added / Market value added; Principles and procedures for installing incentive systems; Linking wages with productivity.

UNIT 4	Wage Fixation	8 hours
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Compensation Policies (Micro level), Compensation strategy at Micro level, Developing a total compensation strategy; Wage differentials- types; Wage curves, pay grades, broad banding; Pay surveys; Factors influencing wage determination; Wage determination process- Job evaluation- methods of job evaluation; Methods of Wage Fixation - Collective Bargaining; Wage Boards; Pay Commissions; Adjudication.

UNIT 5	Executive Remuneration	7 hours
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Criteria for fixing executive remuneration; Unique features of Executive Remuneration; Why managers should be paid more; New developments in CEO's compensation; Principles & Procedures for Preparation of Remuneration for Consultants and Other Outsourcing Agencies; Role of HR department in Compensation Administration; Challenges of compensation management in MNC.

Text Books:

- Singh, B.D., Compensation & Reward management. Excel books. New Delhi

References:

- Aswathappa, K ., Human Resources & Personnel Management. Tata Mc Graw Hill Publishing Limited. New Delhi.
- Sharma,A.M., Understanding wage systems in India. Himalaya Publishing House, Mumbai.

Course Outcomes:

- Understand the various wage theories and the concepts related to pay
- Analyze and differentiate between the various components of wages of non-executives and executives
- Examine the different methods of wage fixation
- Calculate the DA and other components of wages and salaries and prepare payroll
- Present the challenges of compensation management in MNCs

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	2	0	3	1	1	3	2	1	0	0
CO2	3	3	0	3	3	1	3	2	0	1	0
CO3	3	3	0	3	3	2	3	2	1	0	0
CO4	3	3	0	3	3	2	3	2	0	1	0
CO5	2	2	0	3	1	3	3	3	1	1	0

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:**BOS :**

19th May, 2022

ACADEMIC COUNCIL**SDG No. & Statement**

8

Decent Work and Economic Growth

SDG Justification:

The course outline and the subject lead to quality inputs that shall create a foundation and stay with the participant for life.

HRMG7051	Strategic Human Resource Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	Human Resource Management						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Course Description: Though the concepts of Strategic Human Resource Management students will be able to understand the link between human resources department and strategic goals and objectives of the organization to improve the organization’s performance and develop the organization’s culture to ensure that there is innovation and flexibility. Strategic Human Resource Management requires the accepting of the Human resource function as a partner in the formulation of the company’s strategies and also in the implementation of those strategies through the human resource activities of the company. Strategic Human Resource Management deals with taking care of the organization’s human resource and managing the human resource appropriately to help in the generation of the organization’s profit and also drive the organization towards achieving its goals.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • Understand the relationship of HR strategy with other functional and overall corporate strategy • How to formulate HR strategy, apply different models to business needs • Apply different models to develop strategies, where different HR practices requires • Evaluate and audit different practices of HR 							
UNIT 1	Introduction to Strategic Human Resource Management					hours	

Definition of SHRM, Need for and Importance of SHRM; Human resources as a source of competitive advantage; Traditional HR Vs. Strategic HR, Barriers to strategic HR, Types of Strategies - Corporate Strategy, Business strategy and HR Strategy.		
UNIT 2	Integration of HR Strategy	hours
Integration of HR Strategy: Integration of HR Strategy with corporate and business strategies; Different approaches to integration; the 5-P model for linking people with strategic needs of business; Role of HRM in strategy formulation and implementation; HR as a Strategic partner.		
UNIT 3	HR Environment and Strategic HR Processes	hours
Impact of Technology, changing nature of work, demographic changes, workforce diversity etc., on HR; HR Planning, Strategic issues in staffing; Performance Management: Meaning and need for performance management, performance appraisal systems and their limitations.		
UNIT 4	Training and Development Strategies	hours
Cross - cultural training, Multi-skilling, Succession Planning; Creating a learning organization; Strategically oriented compensation and reward systems: Skill - based pay broad banding, variable pay, profit sharing, employee stock option plans, executive compensation.		
UNIT 5	Systems of high-performance human resource practices	hours
Systems of high-performance human resource practices; Human resource Evaluation; Measures of Evaluation; HR Audit.		

Text Books:

- Jeffrey A. Mello “Strategic Human Resource Management” – Cengage Learning
- Charles R. Greer., Strategic Human Resource Management- A general managerial approach. Pearson Education (Singapore) Pvt. Ltd.
- Rajib Lochan Dhar., Strategic Human Resource Management, Excel Books, New Delhi
- Tanuja Aggarwala., Strategic Human Resource Management, Oxford University Press, New Delhi.

References:

- K. Prasad, Strategic Human Resource Management, K. Prasad. Macmillan India Ltd.

Course Outcomes:

- Course Outcomes:
- Understand the difference between traditional and strategic human resource management, explain, apply, analyse, synthesize, create,
- Explain the role of strategic HRM in strategy formulation and implementation.
- Analyse the HR environment and business strategy
- Synthesize the benefits of training and development strategies
- Create Systems of high-performance human resource practices

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	2	1	2	1	2	1	1	2	1	1
CO2	2	1	2	1	1	1	2	1	1	1	1
CO3	2	1	1	2	1	1	1	1	1	1	2
CO4	1	2	1	1	1	2	1	2	1	1	1
CO5	1	2	2	1	1	1	2	1	1	2	1

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

ACADEMIC COUNCIL

SDG No. & Statement

Decent Work and Economic Growth

SDG Justification:

Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work. This course will equip the student with all the knowledge and skill to design the compensation structure of employees in organizations.

HRMG7091	Global Human Resource Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>In the emerging global economic environment, even companies which operate in domestic markets have to contend with global competition. The rise of India and its growth story highlights the growing role of multinational companies in India and Indian multinationals in global economy. Among the various dimensions of international business, the people dimension or the management of human resources with all its cross cultural complexities and culture fit issues in mergers and acquisitions assume greater significance and pose major challenges. Managing people in a multinational context is the essence of international human resource management. This requires a broader perspective of what operating internationally involves, and a clear recognition of the range of issues pertaining to all categories of staffing operating in different functional, task and managerial capacities. The objective of this course is to equip the students with basic concepts of GHRM including various HR processes and high performance Human Resource Practices.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To understand the basic concepts of 'Global Human Resource Management'. • To understand the effect of 'Culture' in global excellence. • To identify the Issues and Challenges arises in Global Context. • To acquire knowledge regarding Best HR practices in Global context. 							
UNIT 1	International Human Resource Management						9 hours

Concept, scope and significance, approaches to International Human Resource Management, differences between domestic and international HR activities, organisational structure of multinational corporations.		
UNIT 2	Recruitment and selection	9 hours
Recruitment and selection criteria for international assignments, culture - theories of culture and its impact on organisations.		
UNIT 3	Training and development	9 hours
Training and development, methods of training, management development in international assignments, process for repatriation		
UNIT 4	Compensation	9 hours
Compensation; multinational corporations and compensation system; performance management in MNCs.		
UNIT 5	Labour Relations in multinational corporations	9 hours
Labour Relations in multinational corporations; issues and challenges of IHRM		

Text Books:

- Peter J. Dowling, Denise E. Welch., International Human Resource Management. Thomson, India: Latest version

References:

- Anne-WilHarzingJoriz Van Ruysseveldt., International Human Resource Management. Sage Publications. New Delhi: 2006.
- Charles M. Vance Yongsun Paik., Managing a Global Workforce. Prentice– Hall. New Delhi: 2007.
- K. Aswathappa, Sadhna Dash., International Human Resource Management. Tata McGraw – Hill Publishing Company Limited. New Delhi: 2007.
- Journals:
- The International Journal of Human Resource Management
- People Matters

- GITAM Journal of Management
- Vikalpa (IIMA) Online magazine

Course Outcomes:

- Understand the concepts of ‘Global Human Resource Management’ in terms of PCN, HCN and TCN
- Understand the cultural theories, employee recruitment and selection and their relevance in GHRM.
- Understand the Issues and Challenges arises in Global Context (Expatriate compensation, Expatriate training, Reassignment etc) and leverage the diversity for organizational development.
- Understand global employee relations and its challenges to HR managers.
- At the end student will be able to understand regarding Best HR practices in Global context

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	1	2	1	1			2	2		
CO2	2	1	1	2	1			2	2		
CO3	1	1	2	1	2			1	2		
CO4	2	1	1	2	2			1	1		
CO5	2	2	2	2	2			2	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

ACADEMIC COUNCIL

SDG No. & Statement

17

Partnerships to achieve the Goal

SDG Justification:

Partnerships to achieve the Goal- Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

OPERATIONS & SUPPLY CHAIN MANAGEMENT

OPTS7031	Supply Chain Analytics	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Supply chain analytics refers to the processes organizations use to gain insight and extract value from the large amounts of data associated with the procurement, processing and distribution of goods. Supply chain analytics is an essential element of supply chain management (SCM). Businesses choose supply chain analytics to stay ahead of the competition and meet customer demand and satisfaction. Predictive analytics done on point-of-sale data can help predict customer demand. Supply chain analytics also helps companies understand where supply chain bottlenecks occur and take steps to fix them.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To understand the importance of the basics of Supply Chain Analytics • To understand the role and applications of Descriptive Analytics, Predictive Analytics and Prescriptive Analytics in a Supply Chain 							
UNIT 1	Introduction to Supply Chains Analytics (SCA)						8 hours
Understanding and defining SCA, Review of Supply Chain Management basics, Role and importance of analytics in a supply chain, Relating Operations Management with Supply Chain concepts and SCA, role and importance of flows in a supply chain.							
UNIT 2	Supply chain analytics						8 hours
Key issues in Supply Chain Analytics, SCA Process, Concept of Descriptive Analytics in a Supply Chain, SCA applications in Indian context, Decision Domains in Supply Chain Analytics							
UNIT 3	Foundation of Business Analytics (BA)						8 hours

Introduction to Modeling, Approaches for Optimization and Simulation, Modeling software, Mathematical or interpretative modeling for SC Decisions, Role of Data in Analytics, Analytics of a Transportation problem and implication SCA results.		
UNIT 4	Importance of Network Planning	8 hours
Foundation of Prescriptive Analytics in network planning in a Supply Chain, Design of Logistics Network using Heuristics/optimization, Concept of 3PL/4PL.		
UNIT 5	Foundation of Modeling Coordination	8 hours
Decisions in Supply Chain Management, Performance management in SCM, IT enablement of supply chains, Role of ICT in Supply chains.		

Text Books:

- Supply Chain Analytics, T. A. S. Vijayaraghavan, Wiley (2021)

References:

- Supply Chain Analytics and Modelling - Quantitative Tools and Applications, Nicoleta Tipi, Kogan Page (2021)
- Supply Chain Planning and Analytics: The Right Product in the Right Place at the Right Time, Gerald Feigin, Business Expert Press

Course Outcomes:

- Will be able to understand the role and importance of Business Analytics in contemporary business models.
- Will be able to identify the decision domains in Supply Chain Analytics.
- Will be able to develop the ability to interpret analytical tools commonly used in the supply chain domain.
- Will be able to develop mathematical or interpretative modelling for SC Decisions.
- Will be able to identify the performance measures in the supply chain domain.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	1	0	0	0			2	2		
CO2	2	1	0	2	0			0	2		
CO3	2	1	0	0	2			0	2		
CO4	2	1	1	0	0			3	2		
CO5	2	1	1	0	0			2	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:**BOS :**

19th May, 2022

ACADEMIC COUNCIL**SDG No. & Statement**

4 & 17

Goal no: 4 ; Quality education

Goal no: 17: Partnerships to achieve the Goal

SDG Justification:

**Introduction to global financial systems, concepts in the Unit-2 to 5 on sustainable production and supply methods and sustainable means of usage of resources in Emerging markets are in correlation with the SDG goal 17.

OPTS7051	Improving Business Process	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>The Course explains how organizations optimize their underlying processes to achieve more efficient results. It focuses on designing and managing business processes to support the strategic objectives of the organization. studying the core concepts in operations, which is one of the three major functional fields in business management, along with finance and marketing. The course view the task, and the most important reason or purpose , of operations management as structuring (designing), managing, and improving organizational processes and use the process view as the unifying paradigm to study operations. The course addresses manufacturing as well as service operations in make-to-stock as well as make-to-order environments.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • The Course will help the students understand how organizations optimize their underlying processes • The course will help students to get introduced various models that are critical to achieve more efficient results. • The course focuses on designing and managing business processes to support the strategic objectives of the organization. • The course highlights efficient and optimum usage of organization resources to ensure maximum productivity • The students will be introduced to various strategies that reduces bottleneck and hence enhance throughput 							
UNIT 1	Operations Strategy & Management						10 hours

Competencies that support Firm strategy and trade-offs to be managed, Operations frontier, Strategic Fit, Process view of Organizations, VCAP Framework		
UNIT 2	Process Mapping	13 hours
Workflow, Key Process Flow Measures, Little s Law, Introduction to throughput accounting, Linkage between Operational and Financial Measures.		
UNIT 3	Flow time Analysis	12 hours
Throughput , Managerial levers to reduce flow time and improve throughput, Critical path, Work content of activities, Capacity Analysis, Bottleneck resources, Resource view of operations Prediction Using the Regression Equations.		
UNIT 4	Inventory control	12 hours
Managerial levers to reduce inventory, Flow measures under variability, Safety inventory, Safety capacity, Safety time, Service operations, Introduction to queuing		
UNIT 5	Process variability	13 hours
Process control, Control charts, Capability of processes, Lean Management, Six Sigma, Implementing a continuous Improvement project		

Text Books:

- Managing Business Process Flows – Ravi Anupindi & Sunil Chopra

References:

- International Journal of Operations and Quantitative Management, USA
- Journal of Operations and supply chain management.
- International Journal of Supply Chain and Operations Resilience
- Journal of Operations Management
- Journal of supply chain management

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	1	0	2	3			2	3		
CO2	2	0	1	2	2			3	2		
CO3	1	2	3	2	3			1	3		
CO4	2	2	0	3	2			3	2		
CO5	2	3	2	0	3			3	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:**BOS :**

May, 2022

ACADEMIC COUNCIL**SDG No. & Statement****SDG Justification:**

OPTS7061	Strategic Logistics Management	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite	NA						
Co-requisite	NA						
Preferable exposure	NA						
<p>Course Description:</p> <p><i>Traditionally, “Logistics” had been treated as an operational activity and was perceived as an activity which does not have any function other than “transportation”. However, over the past two decades, perceptions on this have changed dramatically and “logistics” gained attention to be included in the strategic planning processes of firms. It has increased its importance from a “minimum necessary function” to (i) an activity of significant cost savings (ii) an activity that had enormous potential to provide better customer service and (iii) a marketing weapon that could be effectively utilized to gain sustainable competitive advantage. The improved logistics capabilities will complement the supply chain operations.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To provide students with an understanding of conceptual framework in logistics, logistics mix, approaches to logistics management. • To provide students the ability of risk assessment while developing strategies in the logistics decision areas such as inventory management, transportation, warehousing and emerging trends in information systems. • To make students understand the importance of reverse logistics to protect resource usage and humanitarian logistics to contribute to the betterment of society. 							
UNIT 1	Introduction to strategic logistics planning						6 hours
conceptual framework of logistics; logistics mix, logistics – a system concept; logistics for business excellence; customer service – a key element in logistics; service attributes; value added logistical services; logistics outsourcing – benefits, 3PLs & 4PLs; logistics and competitive							

strategy: gaining competitive advantage through logistics; the mission of logistics management; the changing logistics environment		
UNIT 2	Transportation, storage and material handling	7 hours
Transportation modes & options; infrastructure; freight management; transportation networking; Storage: warehousing functions; options; layout design; costing and performance; cold chain infrastructure; Material handling: its role; equipment and systems; packaging		
UNIT 3	Inventory management & logistics information systems	6 hours
Its functions; costs related to inventory and controls; Kanban; just-in-time; Logistics information systems (LIS): information needs, designing LIS; role of technology; automatic identification technology; communication technology; simulation.		
UNIT 4	Network design analysis	5 hours
Facility location analysis: network design, its alternatives and costs associated with them; the infinite set approach - centre of gravity of supply and demand; the feasible set approach - location weighted score method		
UNIT 5	Reverse logistics and humanitarian logistics	6 hours
why reverse logistic and its scope; product returns; end-of-life disposal schemes; asset value recovery strategies; ethics and impact of logistics & supply chain activities on triple bottom line; green logistics management; Humanitarian logistics: insights & challenges		

Text Books:

- Sople, V.V. (2013). Logistics management (3rd edition). Pearson publications: New Delhi.

References:

- Harrison, A., Van Hoek, R., (2011). Logistics management strategy: competing through the supply chain, Fourth edition. Harlow: Financial Times Prentice Hall.
- Chopra, S. and Meindl, P. (2014). Supply Chain Management: Strategy, Planning and Operation, Sixth edition. Chennai: Pearson Education.
- Christopher, M. (2011). Logistics & Supply Chain Management, Fourth edition. Harlow: Financial Times Prentice Hall.
- Stock, J.R., & Lambert, D.M. (2000). Strategic logistics management, Fourth edition. McGraw-Hill/Irwin publications: USA.
- Kovács, G. and Spens, K. M. (2007). "Humanitarian logistics in disaster relief operations",

International Journal of Physical Distribution & Logistics Management, Vol. 37, No. 2, pp.99-11

- Taticchi, P., Garengo, P., Nudurupati, S. S., Tonelli, F. and Pasqualino, R. (2015). "A Review of Decision-Support Tools and Performance Measurement for Sustainable Supply Chain Management", International Journal of Production Research, Vol.53, No.21, pp. 6473-6494

Course Outcomes:

- Understand the role of logistics in strategic planning.
- Explore the role of transportation, storage, distribution and risk management in strategic planning
- Evaluate the storage capacity and other factors for better utilization of warehouse space
- Analyze the network design to evaluate the location decisions
- Evaluate strategies for reverse logistics and humanitarian logistics

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	3	0	0	1	0			3	0		
CO2	3	0	0	1	0			1	3		
CO3	3	1	0	0	0			3	3		
CO4	2	3	0	0	0			3	2		
CO5	2	0	0	3	0			2	1		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :

19th May, 2022

ACADEMIC COUNCIL

SDG No. & Statement

8

SDG Justification:

BUSINESS ANALYTICS

BUAN7041	DBMS and Data Warehousing	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite							
Co-requisite							
Preferable exposure							
<p>Course Description:</p> <p><i>Each and every organization maintains database related to their business such as employees, customers, products, sales and so on. As the business grows, amount of data that is accumulated over the years and in different sources will also grow. Building and managing such database is important for efficient querying and analysis of data. An understanding of the concepts of DBMS and Data Warehousing will help in building efficient database system.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • Understand different concepts in DBMS and Data warehousing • Understand the concept of OLAP • Gain hands on experience in working with SQL 							
UNIT 1	Database						7 hours
Concept of database and DBMS, Components of DBMS, Relational data model, Entity relational model, Integrity constraints and Keys, Normalization							
UNIT 2	SQL						7 hours
Introduction to SQL, DDL Statements – Create, Alter, Drop, DML statements – Insert, Select, Update, Delete, Commit and Rollback, Grant and Revoke, Group functions, Join condition, Sub queries							
UNIT 3	Data warehousing						9 hours
Concept, Features of data warehouse, Data warehouse Architecture, Meta data, Data Marts, ETL Process, Dimensional Modeling							

UNIT 4	OLAP in Data Warehouse	9 hours
Concept of OLAP, Multidimensional Analysis, OLAP functions, OLAP Applications, OLAP Models – MOLAP, ROLAP, HOLAP, DOLAP, OLAP Design Considerations.		
UNIT 5	SQL Analytic FunctionsData Visualization	9 hours
Introduction, Query partition clause, Order By clause, Windowing clause, Analytics Functions		

Text Books:

- Abraham Silberschatz, Henry F Korth, Database System Concepts, McGraw Hill Education
- Thareja, R., Data Warehouse, New Delhi: Oxford University Press.

References:

- Hoffer Jeffrey, V. Ramesh, Topi Heikki, Modern Database Management, Pearson
- Laberge, R., The Data Warehouse Mentor- Practical Data Warehouse and Business Intelligence Insights,. New Delhi. Tata McGraw Hill.
- Prabhu, C.S.R., Data warehousing: Concepts, Techniques, Products and Applications, New Delhi: Prentice Hall of India.

Course Outcomes:

- Understand the concepts of DBMS
- Writes queries in SQL
- Design data warehouse schema
- Understand the concept of OLAP and its functions
- Work with SQL Analytical functions

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	0	1	0	0	2			1	2		
CO2	0	2	0	0	2			1	2		
CO3	0	2	0	0	2			2	3		
CO4	0	3	0	0	3			3	3		
CO5	0	2	0	0	2			2	3		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS :	17th May, 2022	ACADEMIC COUNCIL	17th June, 2022
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SDG No. & Statement	9		
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Industry, Innovation and Infrastructure

SDG Justification:

This course is related to programming, which is considered important for IT applications, practice of data analytics, and digital infrastructure in the industry. So, this course might help for building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

BUAN7051	Data Science with Python	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite							
Co-requisite							
Preferable exposure							
Course Description: <i>Python is an open source high level interpreter based language. Python is interactive and object oriented language with wide range of applications. Python is commonly used in the area of data science and web based analytics.</i>							
Course Educational Objectives: <ul style="list-style-type: none"> • Understand the programming concepts of python • To handle data on Python • To be able to Descriptive Analytics using python • To be able to do Predictive Analytics using python • To Build Machine Learning models using python 							
UNIT 1	Introduction to Python					8 hours	
Keywords and Identifiers, Statements and Comments, Input-Output and Import, Operators, Python namespace, Data types - Numbers, Strings, Lists, Tuples, Set, Dictionaries, Arrays, Matrix, Flow Control: If – else, for loop, while loop, break and continue, Pass statement, Looping technique							
UNIT 2	Functions and OOP Concepts					8 hours	
Defining and calling a function, Types of Function, Recursion, Python Modules, Packages, OOP Concepts: OOP concepts in Python – Class, Inheritance, Multiple Inheritance, Operator Overloading							
UNIT 3	IPython, NumPy and Pandas					8 hours	

IPython Basics, code development in IPython, IPython features, NumPy Basics, NumPy Arrays, Vectorized Computation, Indexing and sorting arrays, Structured arrays, Pandas Basics, Pandas data structures, Descriptive statistics, Handling missing data, Hierarchical Indexing, Vectorized string operations, working with time series		
UNIT 4	Working with Data	8 hours
Reading and writing data in text format, binary data formats, interacting with web, interacting with database, Combining and merging data sets, Reshaping and Pivoting, Data Transformation, Data Aggregation, Pivot tables and Cross Tabulation		
UNIT 5	Data Visualization	8 hours
Introduction to Matplotlib, line plots, scatter plots, visualizing errors, Density and contour plots, Histograms and Binnings, Text and Annotation, Three dimensional plotting in Matplotlib		

Text Books:

- Wes McKinney, Python for Data Analysis, Mumbai: O'Reilly - Shroff Publishers & Distributors Pvt. Ltd.

References:

- Kenneth A Lambert , Fundamentals of Python, New Delhi: Cengage Learning
- Davy Cielen, Arno D.B. Meysman, Mohamed Ali, Introducing Data Science: Big Data, Machine Learning and More, Using Python Tools, New Delhi: Wiley India
- Guttag, John V, Introduction to Computation and Programming with Application to Understanding Data, New Delhi: Prentice Hall of India
- Will Richert, Luis Pedro Coelho, Building Machine Learning Systems with Python, Mumbai: PACKT / Shroff Publishers.

Course Outcomes:

- Understand the aspects such as syntax, data types and structures, control structures and loops of Python language.

- Understand the functions and OOP concepts and apply on several business use cases.
- Understand data sets and matrices and handling them using Python packages such as NumPy, Pandas.
- Perform data analysis on various business-related data sets using Pandas.
- Understand importance of visualization and use visualization techniques for several business use cases.

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	0	2	0	0	2			1	1		
CO2	2	3	0	0	3			1	2		
CO3	0	3	0	0	3			1	2		
CO4	2	3	0	0	3			1	2		
CO5	3	3	0	0	3			1	2		

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS : : 17th May, 2022 **ACADEMIC COUNCIL** 17th June, 2023

SDG No. & Statement 9

Industry, Innovation and Infrastructure

SDG Justification:

This course is related to programming, which is considered important for IT applications, practice of data analytics, and digital infrastructure in the industry. So, this course might help for building resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

BUAN7061	Big Data Analytics	L	T	P	S	J	C
		3	0	0	0	0	3
Pre-requisite							
Co-requisite							
Preferable exposure							
<p>Course Description:</p> <p><i>Big data is a term used to describe a massive amount of structured and unstructured data collected over the years from different sources. Analysis of such data may provide great insights for a business. However, traditional data management functions are not capable for handling such data and requires specialized tool. Hadoop is a popular platform for carrying out big data analytics. This course offers basic level content related to theory and practice of big data analytics using Hadoop ecosystem.</i></p>							
<p>Course Educational Objectives:</p> <ul style="list-style-type: none"> • To understand the concept of big data and processing the same using software tools • To learn MapReduce paradigm and know how to use it for big data analytics • To learn local and parallel data processing using Apache Pig • To learn and practice SQL like operations for big data using APACHE Hive • To understand suitability of NoSQL for big data analytics using APACHE HBase 							
UNIT 1	Introduction to big data analytics						9 hours
Concept, Features of big data, big data challenges, Hadoop and its features, Hadoop Ecosystem, Hadoop Components, Hadoop Architecture, Hadoop Cluster, Installation methods, HDFS							
UNIT 2	Hadoop Mapreduce						9 hours
Concept, YARN components, YARN, architecture, YARN mapreduce application execution flow, YARN workflow, Java for Mapreduce programming; Mapreduce examples; Mapreduce for data analytics: analyzing numerical and categorical data sets; Mapreduce for statistical analysis; Hadoop streaming.							

UNIT 3	Introduction to Apache Pig	9 hours
Installation, Pig Components & Execution, Pig data types, Data models in Pig, Programming in Pig.		
UNIT 4	Introduction to Apache Hive	9 hours
Installation, Architecture and components, data types and data models, HIVE partitioning and bucketing, HIVE tables, HIVE QL: joining tables, dynamic partitioning. Introduction, Architecture and components, Run modes, configuration, data models, HIVE data loading techniques.		
UNIT 5	Introduction to Apache Spark	9 hours
Installation, Interactive analysis, RDD programming; Spark SQL, Handling data sets and Data Frames in Spark		

Text Books:

- Hadoop: The Definitive Guide, Tom White, 4th Edition, O'Reilly Media.

References:

- Big Data Analytics, Introduction to Hadoop, Spark, and Machine-Learning, By Preeti Saxena and Raj Kamal, McGraw Hill Education India. Big Data and Analytics, 2nd Edition, Seema Acharya and Subhashini Chellapan, Wiley Publications India.
- Big Data Analytics, 2nd Edition, Radha Shankarmani and M. Vijayalakshmi, Wiley Publications India.
- Big Data Analytics, 1st Edition, G. Sudha Sadasivam and R. ThiruMahal, Oxford Higher Education.

Course Outcomes:

- Describe Explain the utility of big data in different areas
- Explain the utility of MapReduce paradigm and its usage for big data analytics
- Explain the utility of local and parallel data processing using Apache Pig
- Explain the benefits of SQL like operations for big data using APACHE Hive
- Explain the suitability of NoSQL for big data analytics using APACHE HBase

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	2	2	0	0	2			1	1		
CO2	2	3	0	0	3			1	2		
CO3	2	3	0	0	3			1	2		
CO4	2	3	0	0	3			1	2		
CO5	2	3	0	0	3			1	2		
Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation											
APPROVED IN:											
BOS :			: 17th May, 2023			ACADEMIC COUNCIL			17th June, 2024		
SDG No. & Statement			9								
Industry, Innovation and Infrastructure											
SDG Justification:											
The course provides understanding about the financial derivatives market. A the course introduces the topics from the basics to applications, it provides for quality education and also kindles the interest amongst the students to explore further for better investment opportunities for the future.											

PROFESSIONAL COMPETENCY DEVELOPMENT (PCDs)

S.No.	Code	Title of course	Level	Credits
SEM 1	VEDC6001	Venture Discovery (Compulsory)	University	2
SEM1	HRMG6081	Soft Skills	University	1
SEM 1	HRMG6051	Student Club activities -1	Skill based	1
SEM 2	HSMCH102	Universal Human Values (Compulsory)	Value	P/F
SEM 2	HRMG6071	Current Business Affairs (CBA)	Skill Set	1
SEM 2	INTN6001	Social Project	Value based	1
SEM 2	HRMG6091	Student Club activities -2	Skill based	1
SEM 3	FINA3001	Personal Financial Planning	Skill set	1
SEM 3	LANG	British English Course (BEC)	Skill Set	1
SEM 4	BUAN7071	Business Simulations	Skill Set	1
		Total		10

*Non Credit Courses – Mandatory to complete and the student will be awarded **P/F** but will not be part of CGPA. Out of **10 PCD** credits the student has to **earn 7 credits**.

GITAM SCHOOL OF BUSINESS
GITAM (Deemed to be University)

Course Code: VEDC6001	Course Title: Venture Discovery
Semester: I Course Type: PCD Internal	Credits: 2
Program: All MBA Programmes	
Course Leader: Venture Discovery Centre	

Course description and learning outcomes

India as part of its Make in India initiative has been focusing on creating incubation centers within educational institutions, with an aim to generate successful start-ups. These start-ups will become employment creators than employment seekers, which is the need of the hour for our country.

This common course for all the disciplines is a foundation on venture development. It is an experiential course that lets students venture and find out what is a business, financial and operating models of a business are. How to design and prototype a solutions that meets their customers' needs and generate revenue for the business.

Course Objectives

- Discover who you are – Values, Skills, and Contribution to Society.
- Gain experience in actually going through the innovation process.
- Conduct field research to test or validate innovation concepts with target customers.
- Understand innovation outcomes: issues around business models, financing for start-ups, intellectual property, technology licensing, corporate ventures, and product line or service extensions.

Course outline and indicative content

Unit I (8 sessions)

Personal Values: Defining your personal values, Excite & Excel, Build a Team, Define purpose for a venture. Four stages: Personal Discovery, Solution Discovery, Business Model Discovery, Discovery Integration.

Unit II (8 sessions)

Solution Discovery: Craft and mission statement, Experience design, Gaining user insight, Concept design and positioning, Product line strategy, Ideation & Impact.

Unit III (8 sessions)

Business Model Discovery: Prototyping solutions, Reality Checks, Understand your industry, Types of business models, Define Revenue Models, Define Operating Models

Unit IV (8 sessions)

Discovery Integration: Illustrate business models, Validate business models, Define company impact

Unit V (8 sessions)

Tell a Story: Can you make money, Tell your venture story.

On successful completion of this course, students will be able to:

	Course Outcome	Assessment
1	Understand conceptual framework of the foundation of a venture	A1, A2
2	Understand the concept of purpose, mission and value-add service offered by a venture	A3
3	Analyze design and positioning of the product	A3
4	Demonstrate prototyping	A3
5	Analyze business, revenue and operating models	A3

Assessment methods

Task	Task type	Task mode	Weightage (%)
A1. Assignments	Individual	Report/Presentation	20
A2. Case / Project/Assignment	Groups* or Individual	Presentations/Report/Assignment	40
A3. Project	Individual/Group	Report/Pitch	40

Transferrable and Employability Skills

	Outcomes	Assessment
1	Know how to use online learning resources: G-Learn, online journals, etc.	A1 & A2
2	Communicate effectively using a range of media	A1& A2
3	Apply teamwork and leadership skills	A2
4	Find, evaluate, synthesize & use information	A1 & A2
5	Analyze real world situation critically	A3
6	Reflect on their own professional development	A3
7	Demonstrate professionalism & ethical awareness	A2
8	Apply multidisciplinary approach to the context	A2

Learning and teaching activities

Mixed pedagogy approach is adopted throughout the course. Classroom based face to face teaching, directed study, independent study via G-Learn, case studies, projects and practical activities (individual & group)

Teaching and learning resources

Soft copies of teaching notes/cases etc. will be uploaded onto the G-learn. Wherever necessary, printouts, handouts etc. will be distributed in the class. Prescribed text book will be provided to all. However you should not limit yourself to this book and should explore other sources on your own. You need to read different books and journal papers to master certain relevant concepts to analyze cases and evaluate projects. Some of these reference books given below will be available in our library.

Prescribed Modules:

Access to NU-IDEA online modules will be provided.

Referential text books and journal papers:

Personal Discovery Through Entrepreneurship, Marc H. Meyer and Chaewon Lee, The Institute of Enterprise Growth, LLC Boston, MA.

Suggested journals:

Vikalpa, Indian Institute of Management, Ahmedabad
Journal of General Management, Mercury House Business Publications, Limited
Harvard Business Review, Harvard Business School Publishing Co. USA

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HRMG6081 SOFT SKILLS

INTRODUCTION

Management involves utilising the human capital of an enterprise to contribute to the success of the enterprise. Management is the act of coordinating the efforts of people to accomplish desired goals using available resources efficiently and effectively.

Today's workforce comes from varied social and cultural backgrounds, with differing standards of behaviour. These may not always be in sync with the norms of the organization. The ability to deal with differences, multiculturalism and diversity is needed more than ever. It is important, for students who would be entering the corporate world for the first time, to inculcate behaviour that is appropriate for the workplace. The importance of personal grooming, business etiquette, verbal and non-verbal communication, telephone etiquette and general professional conduct, can never be undermined.

Soft Skills is now recognised as key to making businesses more profitable and better places to work. Increasingly, companies aren't just assessing their current staff and future recruits on their business skills. They are now assessing them on a whole host of soft skill competencies around how well they relate and communicate to others.

It has been found that soft skills can be developed and honed on an on-going basis through good training, insightful reading, observation, and of course, practise, practise, practise.

Students can focus on areas of self-improvement to help improve their behaviour, transform their professional image and create a positive impact in their careers. Greater awareness of

grooming and etiquette will help one to develop poise and confidence. This will significantly impact the image that one has in any formal, professional and social situations

LEARNING OBJECTIVES

1. To understand and enhance social skills
2. To develop logical reasoning and quantitative abilities
3. To help build greater confidence when interacting with people
4. To build on the ability to make a positive first impression
5. To help improve the overall appearance

LEARNING OUTCOMES

Soft skills would enable the student in

1. Understanding the strengths and weaknesses of oneself and
2. Gaining confidence in participating in group discussion on current topics.
3. Improving problem solving abilities (Quantitative and Logical)

ACTIVITY STRUCTURE DURING WORK SHOP

The ideal duration of the work shop would be 6 days, however the Institute may decide the duration of the work shop according to the requirements.

Students would be focusing on the following major activities during the workshop:

- a) Grooming & etiquette
- b) Introspection, self awareness and self introduction
- c) CV writing
- d) Facing interviews
- e) Training in aptitude and employability tests.

Guidance on the above issues would be given by an expert and the deputed Faculty would be guiding them through one-to-one interaction. Assessing them on their performance would be done by the concerned Faculty.

The assessment would be for 50 marks.

UNIVERSAL HUMAN VALUES 2: UNDERSTANDING HARMONY

Course code: HSMCH-102

Credits: 2-1-0-3

Semester: 3rd or 4th

L-T-P-C: 2-1-0-3

Course No.: HSMC (H-102)

Course Title: Universal Human Values 2: Understanding Harmony

Pre-requisites: None. Universal Human Values 1 (Desirable)

Human Values Courses: During the Induction Program, students would get an initial exposure to human values through Universal Human Values – I. This exposure is to be augmented by this compulsory full semester foundation course.

OBJECTIVE: The objective of the course is four fold:

1. Development of a holistic perspective based on self- exploration about themselves (human being), family, society and nature/existence.
2. Understanding (or developing clarity) of the harmony in the human being, family, society and nature/existence
3. Strengthening of self-reflection.
4. Development of commitment and courage to act.

COURSE TOPICS: The course has 28 lectures and 14 practice sessions in 5 modules:

Module 1: Course Introduction - Need, Basic Guidelines, Content and Process for Value Education

1. Purpose and motivation for the course, recapitulation from Universal Human Values-I.
2. Self-Exploration–what is it? - Its content and process; ‘Natural Acceptance’ and Experiential Validation- as the process for self-exploration.
3. Continuous Happiness and Prosperity- A look at basic Human Aspirations
4. Right understanding, Relationship and Physical Facility- the basic requirements for fulfilment of aspirations of every human being with their correct priority.
5. Understanding Happiness and Prosperity correctly- A critical appraisal of the current scenario
6. Method to fulfil the above human aspirations: understanding and living in harmony at various levels.

Include practice sessions to discuss natural acceptance in human being as the innate acceptance for living with responsibility (living in relationship, harmony and co-existence) rather than as arbitrariness in choice based on liking-disliking.

Module 2: Understanding Harmony in the Human Being - Harmony in Myself!

1. Understanding human being as a co-existence of the sentient ‘I’ and the material ‘Body’.
2. Understanding the needs of Self (‘I’) and ‘Body’ - happiness and physical facility.
3. Understanding the Body as an instrument of ‘I’ (I being the doer, seer and enjoyer).
4. Understanding the characteristics and activities of ‘I’ and harmony in ‘I’.
5. Understanding the harmony of I with the Body: Sanyam and Health; correct appraisal of Physical needs, meaning of Prosperity in detail.
6. Programs to ensure Sanyam and Health.

Include practice sessions to discuss the role others have played in making material goods

available tome. Identifying from one's own life.

Differentiate between prosperity and accumulation. Discuss program for ensuring health vs dealing with disease

Module 3: Understanding Harmony in the Family and Society- Harmony in Human-Human Relationship

1. Understanding values in human-human relationship; meaning of Justice (nine universal values in relationships) and program for its fulfilment to ensure mutual happiness; Trust and Respect as the foundational values of relationship
2. Understanding the meaning of Trust; Difference between intention and competence
3. Understanding the meaning of Respect, Difference between respect and differentiation; the other salient values in relationship
4. Understanding the harmony in the society (society being an extension of family): Resolution, Prosperity, fearlessness (trust) and co-existence as comprehensive Human Goals
5. Visualizing a universal harmonious order in society- Undivided Society, Universal Order- from family to world family.

Include practice sessions to reflect on relationships in family, hostel and institute as extended family, real life examples, teacher-student relationship, goal of education etc. Gratitude as a universal value in relationships. Discuss with scenarios. Elicit examples from students' lives.

Module 4: Understanding Harmony in the Nature and Existence - Whole existence as Coexistence

1. Understanding the harmony in the Nature
2. Interconnectedness and mutual fulfilment among the four orders of nature- recyclability and self-regulation in nature.
3. Understanding Existence as Co-existence of mutually interacting units in all-pervasive space.
4. Holistic perception of harmony at all levels of existence.
5. Include practice sessions to discuss human being as cause of imbalance in nature (film "Home" can be used), pollution, depletion of resources and role of technology etc.

Module 5: Implications of the above Holistic Understanding of Harmony on Professional Ethics

1. Natural acceptance of human values
2. Definitiveness of Ethical Human Conduct
3. Basis for Humanistic Education, Humanistic Constitution and Humanistic Universal Order
4. Competence in professional ethics: a. Ability to utilize the professional competence for augmenting universal human order b. Ability to identify the scope and characteristics of people friendly and eco-friendly production systems, c. Ability to identify and develop appropriate technologies and management patterns for above production systems.
5. Case studies of typical holistic technologies, management models and production systems
6. Strategy for transition from the present state to Universal Human Order:
 - a. At the level of individual: as socially and ecologically responsible engineers, technologists and managers

b. At the level of society: as mutually enriching institutions and organizations
7. Sum up.

Include practice Exercises and Case Studies will be taken up in Practice (tutorial) Sessions e.g. To discuss the conduct as an engineer or scientist etc.

READINGS: Text Book

1. Human Values and Professional Ethics by R R Gaur, R Sangal, G P Bagaria, Excel Books, New Delhi, 2010

Reference Books

1. Jeevan Vidya: EkParichaya, A Nagaraj, Jeevan Vidya Prakashan, Amarkantak, 1999.
2. Human Values, A.N. Tripathi, New Age Intl. Publishers, New Delhi, 2004.
3. The Story of Stuff (Book).
4. The Story of My Experiments with Truth - by Mohandas Karamchand Gandhi.
5. Small is Beautiful - E. F Schumacher.
6. Slow is Beautiful - Cecile Andrews
7. Economy of Permanence - J C Kumarappa
8. Bharat Mein Angreji Raj - PanditSunderlal
9. Rediscovering India - by Dharampal
10. Hind Swaraj or Indian Home Rule - by Mohandas K. Gandhi
11. India Wins Freedom - Maulana Abdul Kalam Azad
12. Vivekananda - Romain Rolland (English)
13. Gandhi - Romain Rolland (English)

MODE OF CONDUCT (L-T-P-C 2-1-0-3 or 2L:1T:0P 3 credits): Lectures hours are to be used for interactive discussion, placing the proposals about the topics at hand and motivating students to reflect, explore and verify them.

Tutorial hours are to be used for practice sessions.

While analysing and discussing the topic, the faculty mentor's role is in pointing to essential elements to help in sorting them out from the surface elements. In other words, help the students explore the important or critical elements.

In the discussions, particularly during practice sessions (tutorials), the mentor encourages the student to connect with one's own self and do self- observation, self-reflection and self-exploration.

Scenarios may be used to initiate discussion. The student is encouraged to take up "ordinary" situations rather than "extra-ordinary" situations.

Such observations and their analyses are shared and discussed with other students and faculty mentor, in a group sitting.

Tutorials (experiments or practical) are important for the course. The difference is that the laboratory is everyday life, and practical are how you behave and work in real life. Depending on the nature of topics, worksheets, home assignment and/or activity are included. The practice sessions (tutorials) would also provide support to a student in performing actions commensurate to his/her beliefs. It is intended that this would lead to development of commitment, namely behaving and working based on basic human values.

It is recommended that this content be placed before the student as it is, in the form of a basic foundation course, without including anything else or excluding any part of this content. Additional content may be offered in separate, higher courses.

This course is to be taught by faculty from every teaching department, including HSS faculty.

Teacher preparation with a minimum exposure to at least one 8- day FDP on Universal Human Values is deemed essential.

ASSESSMENT:

This is a compulsory credit course. The assessment is to provide a fair state of development of the student, so participation in classroom discussions, self-assessment, peer assessment etc. will be used in evaluation.

Example:

Assessment by faculty mentor: 10 marks

Self-assessment: 10 marks

Assessment by peers: 10 marks

Socially relevant project/Group Activities/Assignments: 20 marks Semester End Examination: 50 marks

The overall pass percentage is 40%. In case the student fails, he/she must repeat the course.

OUTCOME OF THE COURSE: By the end of the course, students are expected to become more aware of themselves, and their surroundings (family, society, nature); they would become more responsible in life, and in handling problems with sustainable solutions, while keeping human relationships and human nature in mind.

They would have better critical ability. They would also become sensitive to their commitment towards what they have understood (human values, human relationship and human society). It is hoped that they would be able to apply what they have learnt to their own self in different day-to- day settings in real life, at least a beginning would be made in this direction.

This is only an introductory foundational input. It would be desirable to follow it up by
a) faculty-student or mentor-mentee programs throughout their time with the institution
b) Higher level courses on human values in every aspect of living. E.g. as a professional

HRMG6071 CURRENT BUSINESS AFFAIRS

INTRODUCTION

Knowledge is Power - Sir Francis Bacon.

It is certain that with knowledge or education one's potential or abilities in life will certainly increase. Having and sharing knowledge is widely recognised as the basis for improving one's reputation and influence. This means a person has the resourcefulness to obtain and criticize useful and informative information in order to become well informed citizens who can make intelligent decisions based upon their understanding and awareness of everyday situations. Equipped with knowledge, a person can project a confident demeanour.

Management students, aspiring to enter the corporate world, need to know what is happening around them and remember them. This can be made easy by inculcating a habit of keenly following the happenings in the world, that can have impact on business, through regular reading, which should include newspapers, magazines - business and other, listen to news and keep a healthy interaction with the whole world.

LEARNING OBJECTIVES

1. Improve reading habit
1. To create awareness on current business matters
2. Improve critical thinking on business issues
3. Equip students with knowledge and skill to succeed in job interviews

LEARNING OUTCOMES

On participation in the discussion and giving the online test On Current Business Affairs the student would

1. Gain an understanding on the issues being dealt currently in the country.
2. Gain confidence in participating in group discussion on current topics.

COURSE STRUCTURE

The student is required to read a Business magazine supplied by the Institution and appear for a weekly online quiz conducted on each Issue. During the class session (two sessions per week) Group Discussion is conducted (group of 6-8) on current topics relevant to that period and which are considered important for Management students.

REFERENCES

Suggested readings:

Newspapers:

Economic Times Mint
Business Line The Hindu

Magazines:

Business World Business India India Today
Business Today

INTN6001 SOCIAL PROJECT

INTRODUCTION

In a large democracy like India, social issues or concerns are many within various commUNITies. Some of them could be common, some unique and depends on the surroundings/environment that the commUNITY is exposed to. Even though there could be interventions from governmental and non- governmental bodies, some of these persist, which the commUNITY wishes would vanish. This course, Social Project is designed as a study that can take social concerns, research the facts, constraints, alternatives and recommend implementable solutions that can alleviate the concern within a commUNITY. Students are expected to go into the commUNITY to identify the perennial problem and see the best way to resolve them, by interacting with commUNITY members, NGOs and other governmental bodies.

LEARNING OBJECTIVES

1. To understand the concerns of a commUNITY.
2. To pick a concern that can add maximum value to the commUNITY
3. Analyze, organize and prioritize constraints/concern.
4. Recommend a solution that is implementable.

LEARNING OUTCOMES

On completing this course the student

1. Will be able to empathize with the social concern within the commUNITY.
2. Will be able to assess and gather relevant information.
3. Will be proud that they have made a difference to the commUNITY.

ACTIVITY STRUCTURE:

Before the course starts, students are assigned a specific faculty mentor, who will be their point of contact for the social project. As this course is a self- study assessment of concerns within the commUNITY. Students are expected to go out into the commUNITY to assess problems and work with their faculty mentor to finalize the project and submit a report to earn credits.

LANG2222 BUSINESS ENGLISH CERTIFICATE (BEC)

INTRODUCTION

The world may be getting smaller, but people still speak different languages. International trade and business needs a common language and as all are aware, that place has been taken by English language. However, the words of business are different to everyday use so it's not really something everyone picks up intuitively.

Business English Certificate (BEC) programme is one of the value added programmes offered by GITAM Institute of Management in collaboration with University of Cambridge & British Council. BEC is used by hundred of employers, either as part of their staff development programme or as a qualification that they look for when recruiting staff. BEC is a globally recognized qualification and it enhances the job prospects and adds value to the CV of the student. BEC gives the opportunity to learn practical workplace English skills. Preparing for BEC improves one's confidence in using business English, particularly speaking. Many Universities internationally recognize BEC for business courses.

LEARNING OBJECTIVES

- To understand the nuances of Business English To enhance the student's English speaking skills
- To clearly understand the difference between business English and colloquial English
- To achieve maximum proficiency in business English

LEARNING OUTCOMES

- Upon completion of this course, students will -
- c Learn to confidently communicate in English at the workplace
 - c Acquire the following Business English skills in accordance with their BEC Levels:
 - c BEC Preliminary: read reports, charts and advertisements; write short email or memo; understand short conversations; give short presentations.
 - c BEC Vantage: read longer business reports and company documents; write letters or proposals; listen to short discussions; contribute to a discussion about a business topic.
 - c BEC Higher: understand authentic business articles; write reports and summarize graphs; listen to extended discussions and presentations; give presentations and express opinions in a business discussion.

ACTIVITY STRUCTURE:

BEC is offered at three levels namely, BEC Preliminary, BEC Vantage and BEC Higher, based on four skills - Reading, Writing, Listening and Speaking.

- c BEC Preliminary is a lower intermediate level and is meant for candidates having limited confidence in their usage of English.

- c BEC Vantage is at intermediate level and is suitable for candidates who have fluency in English.
- c BEC Higher is an advanced level certificate and is for candidates who can use English very confidently in both professional and social situations.

The students would be evaluated based on their performance in various tests conducted. The tests include:

- c Diagnostic test
- c Speaking test
- c Mock test conducted by the Institute
- c Test conducted by British Council.

Performance in BEC would be evaluated for 50 marks each. A certificate would be awarded to those students who clear the test conducted by the British Council.

FINA3001	PERSONAL FINANCIAL PLANNING	L	T	P	S	J	C
		0	0	2	0	0	1*
Pre-requisite	None						
Co-requisite	None						
Preferable exposure	Risk Management in personal financing Fundamentals of Investing Personal and Family Financial Planning Introduction to Personal Finance Portfolio Selection and Risk Management						

Course Description:

Personal Financial Planning is one of the most significant factors in our lives. It is essential that funds are available as and when required at various stages of life. Unavailability of funds at critical stages of our life leads to financial distress and leads to many medical and non- medical problems. There are certain planned and unplanned events in our life. On the one hand, education of our children, their marriage, our retirement etc. are some of the planned events of our life, but at the same time, some medical urgency, accident or death of an earning member might be some unplanned events. Many of these events are beyond our control, but the availability of funds can be planned to avoid any financial distress. In other words, we cannot stop the rain but can plan for an umbrella.

This course looks at the many challenges an individual faces in a complex financial environment and the rising uncertainties of one's life. It focuses on achieving long-term financial comfort of individual and family through goal setting, developing financial and life strategies, acquiring personal financial planning knowledge and managing risk throughout one's life.

Course Educational Objectives:

- To build students' ability to plan for long-term financial comfort of individual and family through goal setting, developing financial and life strategies.
- To provide students with knowledge on terms, techniques to evaluate investment avenues.
- To build the skill set of the student to enable them to file their tax returns.

UNIT 1 Basics of Financial Planning

Financial Planning Meaning, Need, Objectives, Financial Planning Process, Time Value of Money and its application using excel (NP)

UNIT 2

Risk and Insurance Management

Need for insurance, Requirement of insurance interest, Role of insurance in personal finance, Steps in insurance planning, Life and Non-life insurance products, Life insurance needs analysis (NP)

UNIT 3

Investment Products and Measuring Investment Returns

Investment Products: Small Saving Instruments, Fixed Income Instruments, Alternate Investments, Direct Equity

Measuring Investment Returns: Understanding Return and its concept, Compounding concept, Real vs Nominal Rate of Return, Tax Adjusted Return, Risk-Adjusted Return (NP)

UNIT 4

Retirement Planning

Introduction to the retirement planning process, estimating retirement corpus, Determining the retirement corpus, Retirement Products (NP)

UNIT 5

Tax Planning

Income Tax: Income tax principles: Heads of Incomes, Exemptions and Deductions, Types of Assesses, Rates of Taxation, Obligations for Filing and Reporting, Tax aspects of Investment Products, Wealth Tax

Textbooks:

1. National Institute of Securities Management (NISM) Module 1 & XA
2. Madhu Sinha, Financial Planning, 2 Edition, McGraw Hill India
3. Simplified Financial Management by Vinay Bhagwat, The Times Group

References:

1. Personal Financial Planning (Wealth Management) by S Murali and K R Subbakrishna, Himalaya Publishing House.
2. Mishra K.C., Doss S, (2009). Basics of Personal Financial Planning 1e. National Insurance Academy, New Delhi: Cengage Learning.
3. Risk Analysis, Insurance and Retirement Planning by Indian Institute of Banking and Finance.

Course Outcomes:

1. Describe the financial planning process and application of time value of money
2. Application of life and non-life insurance products in financial planning
3. Understand the investment avenues and analysis of investment returns
4. Understand the retirement planning and its application
5. Describe and analysis the Tax Planning

CO-PO Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7	PSO1	PSO2	PSO3	PSO4
CO1	1	1	0	0	1	0	0	3	1	1	3
CO2	2	2	0	0	1	1	1	3	1	1	2
CO3	3	2	1	0	1	0	0	3	2	2	3
CO4	3	2	0	1	1	0	1	2	2	3	2
CO5	3	3	0	1	1	1	2	1	2	2	3

Note: 1 - Low Correlation 2 - Medium Correlation 3 - High Correlation

APPROVED IN:

BOS : 01-02-2022

ACADEMIC COUNCIL: 01-04-2022

SDG No. & Statement:

SDG Justification:

BUAN7071 BUSINESS SIMULATIONS

INTRODUCTION

People learn best by doing.

Business is particularly in need of professionals who are able to turn theory into practice. As the use of interactive technology in games, communication and business expands, so does the need to offer courses based on interactive learning experiences. An emotional involvement is essential to motivate inquiry, to retain information, and to develop strategic thinking skills.

Students learn more and give better evaluations when they enjoy their educational experience. Simulations teach using the ultimate educational combination of reading, lecture and hands-on experience. Students may forget what they read and hear, but few forget a simulation-based course because they inject realism, enthusiasm and interactivity into education. Interaction is "a necessary and fundamental mechanism for knowledge acquisition and the development of both cognitive and physical skills".

Business Simulation is a comprehensive introduction to basic business concepts, providing hands-on decision making experience in R&D, marketing, production and finance. Capstone business simulation teaches business strategy using a more complex business model operating in a multi-layered marketplace.

OBJECTIVES

Demonstrate effectiveness of multi-discipline teams working together To use strategic thinking to an advantage

Understand overall interaction and impact of various parts of a business on one another

Grow an awareness of competition in the business world

To gain knowledge through experiential learning, as to how a business operates, understand key financial metrics, and leverage team-mates' expertise.

LEARNING OUTCOMES

By the end of the semester, students should be able to:

Demonstrate understanding of the underlying principles of marketing, management, finance, and accounting and the interrelatedness and impact of these areas on business strategy.

Demonstrate problem-solving skills involving quantitative and statistical analysis

Demonstrate effective oral and written communication skill through case analysis, class discussion and presentations

ACTIVITY STRUCTURE

Students would be assigned into teams and would be given a simulation exercise where they would face a complex and rapidly evolving scenario in which business acumen is tested and enhanced through modelling, analysis and strategic planning. The students would be evaluated based on their participation, the strategies used and the performance of the individual as well as their firm. The assessment would be for 50 marks.

* * *