

**S. P. Mandali's Prin. L. N. Welingkar Institute of Management
Development and Research (PGDM), Mumbai.**



Syllabus of the Post Graduate Diploma in Management

Batch : 2020-22 – Trimesters I,II,III

(Revision No. 16, Dated 30 the June 2020)

Two Year Full-Time Course

Recognized by All India Council for Technical Education, Govt. of India

(This syllabus has been collated on the basis of the subject / area syllabi received from the designated Deans and Heads of Specialisations/ Faculty).

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Introduction to the PGDM program

The PGDM (Post Graduate Diploma in Management) program is a two year full time Masters level program covered over six trimesters with an intervening two month's summer internship. The synergistic PGDM program is very intense and stimulating. It is aimed at developing highly effective business management professionals. The in-class experience includes extensive interactions between the faculty and the students, communication and presentation skills enhancement exercises, and group sessions that help them learn how to build and work in teams. In addition to the in-class experience, there are various initiatives for focused continuous growth, including global internship programs aimed at exposing them to leading-edge practices, covering both contemporary as well as emerging topics, in the environment.

Program Objectives

- To provide our students with the knowledge and skills that are valued in the marketplace for post-graduate employment and long term career advancement.
- To endow our graduates with a long lasting competitive advantage – a set of leadership competencies that will not only differentiate them from other MBAs, but also add meaning and satisfaction to their lives.

Program structure design

We believe in our students learning by internalizing - a mix of practical theory and real world experience. We prepare them in a way that they can make a difference in the world. While the students of the PGDM program have to work hard to succeed, they do so within an environment of support and collaboration.

Curriculum design

The PGDM curriculum is designed to provide students with a foundation of knowledge, insights, and abilities that gives them the flexibility to achieve success in a wide range of sectors, industries, and functions in any business career they choose to serve.

The curriculum is founded on two principles:

- A strong and demanding analytical foundation in key functional areas
- Additional academic flexibility to construct a program tailored to individual goals, aspirations and interests

A Strong Analytical Foundation

The required core courses are the building blocks of our MBA program.

- A strong analytical foundation, ensuring that students acquire the functional skills and tools required to tackle any business environment
- A strategy course requirement, offering leadership-skills, with an emphasis on teamwork that ensures that students also acquire sufficient integrative and interpersonal skills necessary for problem solving, decision making, and leadership in today's complicated organizations

Foundation Program courses

Foundation courses are offered in the initial weeks for fresh students with the following objectives:

- To act as Bridge Courses (for students not exposed to subjects earlier).
- All students will be evaluated at the end of each foundation course (objective on line testing) to ensure that they have the basic knowledge in specified areas.
- They have the basic competence in Fundamental Accounting, Business Mathematics, Economics, Computer literacy, Basic Communication.

Course &Credit structure

Each full course comprises 30 hrs of class room teaching, constituting 3 credits of 10 hrsclass room teaching each.

A half course comprises 16 hrs of class room teaching, constituting 1.5 credits of classroom teaching each.

Course details – First year

All subjects are considered as core for all specializations.

Break up of Year 1 – number of subjects and credits

Trimester1		Trimester 2		Trimester 3	
# of subjs	# of credits	# of subjs	# of credits	# of subjs	# of credits
9	22.5	12	22.5	10	19.5

Total number of subjects in Year 1 : 31

Total credits in Year 1 : 64.5

LIST OF COURSES IN YEAR 1

Subject Area	Trimester 1	Credits	Trimester 2	Credits	Trimester 3	Credits
General Mgmt.	GM 101:Perspective Management *	1.5	GM 203: Legal Aspects of Business *	1.5	GM 301:Global Citizen Leader-II*	1.5
	GM 103:Effective Business Communication	3	GM 201:Global Citizen Leader - I	3		
	GM 102: Economics for Managers	3	GM 202:Indian Economy *	1.5	GM 302:Business Environment and Strategy*	1.5
Quantitative	QTA 102: Business Statistics	3	QTA 201: Business Research Methods & Marketing Research	3	QTA 302: Business Analytics	3
Design / Innovation			BDI105:Business Innovation & Application *	1.5		
Marketing	MKT 101:Marketing Management Basics	3	MKT 201: Marketing Application & Strategy*	1.5	MKT 302: Pricing in Marketing *	1.5
			MKT 202:Consumer Behaviour*	1.5	MKT 301: Selling & Negotiation Skills*	1.5
Finance	FIN 101:Financial Reporting and Analysis	3	FIN 201 : Cost & Management Accounting *	1.5	FIN 301:Fundamentals of Financial Management	3
					BFSI101:Basics of Banking, Financial Services and Insurance *	1.5
			FIN 202:Basics &Practical Applications of Corporate Governance *	1.5	FIN 302: Business Taxation*	1.5

Human Resources	HR 101:Organizational Behavior Part I - Individuals in Organizations	3	HR 201:Organizational Behavior Part II- Managing Group Dynamics*	1.5	HR 301 : Human Resource Development & Human Capital Management	3
Operations	OPN 101: Essentials of World Class Operations*	1.5	OPN 201:Essentials of Supply Chain Management *	1.5	OPN 301: Project Management *	1.5
Technology	TEC 101:Introduction to Emerging Technologies *	1.5				
			Foreign Language GM 210G : German; GM 210J: Japanese; GM 210C: Chinese; GM 210S: Spanish	3		
	Yoga 01: Yoga		Yoga 02: Yoga		Yoga 03: Yoga	
No of subjects		9	12		10	
Total credits		22.5		22.5		19.5

Legend :

- Indicates half credit of 16 hours

LIST OF SUBJECTS, CODES, CREDITS AND HOURS - TRIMESTER 1

Sr. No.	Subject Code	Subject Title	Credits	Hours
1	GM 101	Perspective Management	1.5	16
2	QTA 102	Business Statistics	3	30
3	GM 102	Economics for Managers	3	30
4	FIN 101	Financial Reporting & Analysis	3	30
5	GM 103	Effective Business Communication	3	30
6	HR 101	Organizational Behavior Part I - Individuals in Organizations	3	30
7	OPN 101	Essentials of World Class Operations	1.5	16
8	MKT 101	Marketing Management Basics	3	30
9	TEC 101	Introduction to Emerging Technologies	1.5	16
10	YOGA 01	Yoga		
		Total	22.5	228

GM 101 : PERSPECTIVE MANAGEMENT

Title of the subject	Perspective Management
Subject Code	GM101
No. of Credits	1.5 credits
No. of Hours	16 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	NA
Trimester/Semester	Trimester 1

Description of the subject:

The subject provides students with an overview to management theories, principles, and practices. The principles and practices of management, as an academic discipline as well as a profession are discussed to facilitate students understanding the various aspects of management. Theoretical frameworks are introduced through classroom lectures & discussions, experiential learning, audio visual formats and case studies.

Course Learning Objectives (CLOs):

1	To orient students to WeSchool Vision and Core Values
2	To introduce students to fundamentals of management- both theoretically and in practice
3	To recognize the importance of managing self, one's career & being responsible managers/citizens

Course Outcomes (COs):

CO	Course Outcome Statement
GM101.01	Relate to WeSchool's Vision & Core Values
GM101.02	Understand the management theories associated in functioning of organizations
GM101.03	Apply the functions of management (planning, organizing, controlling and leading) through experiential learning
GM101.04	Examine the significance of managing one's career through discussion of case studies and interaction with professionals
GM101.05	Examine the importance of being responsible managers & citizens in the society through discussion on topics such as the Financial Crisis and MBA Oath

Mapping of Course Outcomes (COs) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Perspective Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1			1	2		2
CO2	2	1	2	2	2	
CO3	2	1	2	2		1
CO4	2		2	2	1	
CO5	2		2	1	1	2

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	WeSchool Vision, Core Values & guiding philosophy Management: Definition, Management functions & skills	CO1
2	Key classical management theories & emerging theories/ concepts influencing practice	CO2
3	Managerial & leadership styles & perspectives	CO3
4	Apply management functions (planning, organizing, controlling, and leading) through experiential learning	CO4
5	Managing your Career: special dilemma of early career, creating success Syndrome, stretch Assignments, learning & development & assessing one's career	CO5
6	Responsible Managers & citizens: MBA Oath	CO1

Reference Texts/Books/Websites/etc:(Recommended APA style of referencing)

1. Murugesan, G. (2012). Principles of Management: Vol. First edition. Laxmi Publications Pvt Ltd. (Ebook)

2. Heinz Weirich, Mark V Cannice & Harold Koontz ((2009) Management: A Global and Entrepreneurial Perspective (13th Edition), The Mc Graw-Hill Companies
3. Ricky W. Griffin (2006), Fundamentals of Management, Fourth Edition, Griffin Mifflin Company

Readings / Books / Websites / Videos:

A Fall Before Rising : the story of Jai Jai Kumar ’- HBS Case Collection

(Bowen, H. Kent, Richard Compton Squire, Sarah Patricia Vickers-Willis, and Harry James Wilson. "Fall Before Rising, A: The Story of Jai Jaikumar (A)." Harvard Business School Background Note 600-047, March 2000.)

Managing your Career - HBS Case Collection

(Hill, Linda A. "Managing Your Career." Harvard Business School Background Note 494-082, March 1994. (Revised December 1998.)

Level 5 Leadership: The Triumph of Humility and Fierce Resolve, HBR Article

(Collins, J. (2005). *Level 5 Leadership: The Triumph of Humility and Fierce Resolve*. (cover story). *Harvard Business Review*, 83(7/8), 136–146)

Audio visual materials

In addition to the above, Case Study, articles, videos and other reading materials will be used for the course.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

QTA 102 : BUSINESS STATISTICS

Title of the Subject	Business Statistics
Subject Code	QTA 102
No. of Credits	3 credits
No. of Hours	30 Hours
No. of Sessions	15
Marks	100
Re-requisite Subject(s) if any	NA
Trimester / Semester	I

Description of the subject:

Today, all Managers are required to extract actionable information from voluminous business data, draw conclusions about large populations from sample data and make reliable forecasts about a business activity. This requires clear and conceptual understanding of statistical techniques. These techniques are also foundation for learning advanced machine learning algorithms and optimization techniques that involve uncertainty. This course is meant for creating required foundation for quantitative analysis. It also aims at imparting skills in using software MS-Excel and IBM-SPSS

Course Learning Objectives (CLOs):

1	To understand statistical techniques applicable to structured numeric data for describing population characteristics
2	To understand statistical methods to measure and deal with uncertainty
3	To understand Excel functions and SPSS software for statistical analysis

Course Outcomes (COs):

CO	Course Outcome Statement
QTA102.01	To Find the type of Variables in the data.
QTA102.02	To Illustrate calculation of measures of central tendency and dispersion
QTA102.03	To Apply the concept of probability theory
QTA102.04	To Relate the concepts of Measures of Central Tendency and Dispersion to Inferential statistics
QTA102.05	To Develop the Hypothesis based on the Assumptions or claims.
QTA102.06	To demonstrate application of statistical techniques in testing the hypothesis
QTA102.07	To estimate the relationship between the variables

Mapping of Learning Outcomes (LO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Business Statistics	PO1	PO2	PO3	PO4	PO5	PO6
CO1				2		
CO2			3			
CO3			2			
CO4			1			
CO5			3	3		
CO6			1	1		
CO7			1			

Detailed Contents

Sr. No.	Content	CO(s) Mapped to the Topic
1	Purpose of learning Statistics, Types of scales: Nominal, Ordinal, Interval and Ratio scales; Meaning of variable; Discrete and continuous variable; Describing data by charts, frequency tables, meaning of raw data and grouped data	CO1, 2, 3 & 5
2	Relation between frequency distribution and probability distribution: Measures of central tendency - Mean, Median, Mode, Quartiles, Percentiles; Measures of dispersion – Range, Quartile deviations, Mean Absolute Deviation, Variance, Standard deviation, Coefficient of variation	CO5, 6
3	Elementary probability theory: Classical probability, Relative frequency approach, Subjective probability; Marginal probability, Conditional probability, A prior and posterior probability	CO6
4	Bayes theorem: Bayesian Rule for calculating Posterior Probabilities.	CO6
5	Standard discrete and continuous distributions: Binomial, Poisson, Exponential, Normal	CO7
6	Meaning of Sampling distributions, Sampling distribution of mean and proportion, point estimation and interval estimation of population mean and proportion	CO4
7	Steps in testing of hypothesis: Formulation of null and alternate hypothesis, Type I and type II errors and their relationship, Determining level of significance, power of test	CO6
8	Hypothesis testing of equality of population mean of one population, Hypothesis testing of equality of population means of two independent and dependent populations	CO3 and 6

9	Hypothesis testing of equality of population means of more than two independent populations (ANOVA)	CO3 and 6
10	Hypothesis testing of independence of two attributes and goodness of fit	CO3 and 6
11	Pearson's simple correlation coefficient; Simple linear regression: Method of least squares, Coefficient of determination	CO7

Textbooks / Reference Books:

1. Bowerman, O'Connell, Murphee. Business Statistics in Practice. (5th edition). Tata McGraw Hill publication
2. Anderson, Sweeney, Williams. Statistics for Business & Economics. (12th edition). Cengage Learning
3. Levine, Stephen, Krehbiel, Berenson. Statistics for Managers Using Microsoft Excel. (5th edition) Pearson Education
4. Ken, Black. Business Statistics for Contemporary Decision Making. (5th edition). Wiley India
5. George, Daren., Mallery, Paul. SPSS for Windows. Pearson Education
6. Online Course on Uдеми - <https://www.udemy.com/course/statistics-for-data-science-and-business-analysis/>
7. Online course on Coursera - <https://www.coursera.org/learn/basic-statistics>
8. Online courses by IIT- Kharagpur and Roorkee on Statistics, Mathematics, Analytics (<https://nptel.ac.in/course.html>)

SWAYAM Courses:

Course on 'Business Statistics' is the relevant course. (https://swayam.gov.in/nd1_noc20_mg23/preview)

Assessment Method:

Evaluation	Weightage %
Continuous Evaluation	40 %
End Term Evaluation	60 %

GM 102 : ECONOMICS FOR MANAGERS

Title of the subject	Economics for Managers
Subject Code	GM 102
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	--
Trimester/Semester	I

Description of the subject:

This subject introduces the students to the basic concepts and principles of economics. The students will be introduced to various economic parameters, their impact and influence at a local as well as the global economy and business. This in turn will help the student, as potential managers take decisions while understanding the implications of constraints.

Course Learning Objectives (CLOs):

1	To introduce the students to the key concepts and issues of Economics
2	To enable the students to understand and relate to the concepts to the real-world economic phenomena
3	To enable students to integrate an overview of the global and local business and policies

Course Outcomes(COs):

CO	Course Outcome Statement
GM102.01	Students can understand the role of the price mechanism and competitive markets.
GM102.02	Students can apply the demand-supply model to different market trends.
GM102.03	Students can compare different market structures and their impact.
GM102.04	Students can analyse macroeconomic issues like inflation and unemployment using official and authentic data
GM102.05	Students can analyse economic models of growth and development by relating to them to real time data of countries.

Mapping of Course Outcomes(COs)to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Economics for Managers	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	2	2	
CO2			3	2	2	
CO3			3	2	2	
CO4			3	2	2	
CO5			3	2	2	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	a.Introduction to Economics b. Nature of Economic problem c.Price mechanism	CO1
2	a.Elasticity of demand including pricing strategy b. Applications of elasticity c. Supply curve	CO2
3	a.Demand-supply model b. Demand/supply shifts c.Price controls, price ceiling and floors, binding and non-binding	CO2
4	a.Cost analysis, marginal and average cost b. Revenue analysis, marginal and average revenue c.Perfect Competition, in the short and long run	CO2
5	a.Monopoly b.Monopolistic Competition c.Oligopoly, understanding price wars	CO3
6	a. Price discrimination b.Elasticity and price-discrimination c.Examples	CO3

7	a.Theories of Profit b. Economics of Technology, increasing returns, network effect, lock-in effect c. Multisided platforms	CO3
8	a.Basic Concepts - National Income –Savings-ConsumptionInvestment’ b. Inflation; Unemployment; c. Business Cycles. (Current Indian Context)	CO4
9	a.Basic Concepts - National Income –Savings-ConsumptionInvestment’ b. Inflation; Unemployment; c. Business Cycles. (Current Indian Context)	CO4
10	a.Basic Themes in Open Economy Macroeconomics – b. Balance of Payments; c. Exchange rate Determination; Role of Foreign Investment	CO4
11	a.Introduction to Macroeconomic Policy – Monetary and Fiscal Policies	CO4
12	a.Theories of International Trade – Traditional and Modern I	CO4
13	a.Basic Models of Growth and Development and their Relevance to the Indian Development Issues	CO5
14	a.Basic Models of Growth and Development and their Relevance to the Indian Development Issues	CO5

Reference Texts/Books/Websites/etc:

1. Mankiw, N Gregory. (2011). Economics: Principles and Applications. Cengage Lrng.
2. Lipsey, Richard; Christal, Alec. (2007). Economics (2th ed). Oxford Univ Press.
3. Prof. Sahuraja, R.R. (December 2015). Managerial Economics (2nd Edition)
4. Mankiw, N Gregory. (2014). “Principles of Macroeconomics” (7e)
5. Hirschey, Mark. Economics for Managers
6. Salvatore, Dominik; Rastogi, Siddharth. Managerial Economics.
7. Koplin H.T. Micro Economic Analysis.
8. Mankiw, N G. Ten Principles of Economics (PPT)
9. Banerjee and Warriar. (2018). “Macroeconomics – Theories and Applications”. Sage Publications

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40 %
End Term Evaluation	60 %

FIN 101 : FINANCIAL REPORTING AND ANALYSIS

Title of the subject	Financial Reporting and Analysis
Subject Code	FIN 101
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	NA
Trimester/Semester	I

Description of the Subject:

Financial reporting and analysis help to answer a host of vital questions on all aspects of company's financial activities, giving both internal and external stakeholders an accurate, comprehensive snapshot of the metrics they need to make decisions and take informed action.

Course Learning Objectives(CLOs):

1	To explain the accounting rules, process and mechanism leading to the financial reporting of the business activities, which is useful to the internal and external stakeholders of a company.
2	To explain the use of financial ratios, it's analysis and interpretation and how it is used to make decisions and take informed actions.

Course Outcomes (CO's):

CO	Course Outcome Statement
FIN101.0 1	Understand how to read an Annual Report.
FIN101.0 2	Understand the importance of accounting concepts and rules in the preparation of 3 financial statements.
FIN101.0 3	Construct the Balance Sheet, Profit & Loss Statement and the Cash Flow Statement.
FIN101.0 4	Analyse the financial statements using financial ratios.
FIN101.0 5	Interpret financial statements to understand performance of the companies.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goals/CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication skills	Global Perspective	Realization of Role of Self in Society and Organization
Financial Reporting and Analysis	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	-	3	2	-	-
CO2	-	-	3	2	-	-
CO3	-	-	3	2	-	-
CO4	-	-	3	2	-	-
CO5	-	-	3	2	-	-

Detailed Contents:

Sr No	Content	CO's Mapped to the topic.
1	Introduction to Annual Report of a company, its contents, why and how to read an Annual Report.	CO 1
2	Introduction to Accounting: Concept, rules and conventions, necessity of understanding them, an overview of Income Statement and Balance Sheet.	CO2
3	Introduction and Meaning of GAAP, IndAs, Overview of IFRS.	CO2
4	Understanding importance of Accounting Standards in the preparation of Financial Statements, Format of Financial Statements under schedule VI of Companies Act, 2013.	CO2
5	Accounting Mechanics: Process leading to preparation of Trial Balance.	CO2
6	Accounting Mechanics: Process leading to preparation of Final Accounts with Adjustment Entries, Preparation of Income Statement and the Balance Sheet.	CO2
7	Accounting Adjustments : Revenue Recognition and Measurement : Capital and Revenue Items, Depreciation, Accounting of Inventory, Bad debts (including provision for doubtful debts)	CO2
8	Preparation of Cash Flow Statement: Purpose, Statement categories, Methods-Direct and the Indirect Method.	CO3
9	Consolidation of Financial Statements: Need for consolidation, Basis for consolidation, Consolidation procedure Asset valuation, Minority Interest calculation, calculation of goodwill, calculation of capital reserve.	CO3

10	Financial Ratios: Need for ratios, categories of ratios and its use, Du-Pont Equation, interpretation of ratios.	CO4
11	Analysis and Interpretation of Financial Statements by use of Ratios.	CO4
12	a. Inflation Accounting: Why it is required? b. Ethical Issues in Accounting: Ethical responsibilities to both internal and external stakeholders, understand what information is appropriate to share with different stakeholders.	CO2,3
13	Interpretation of Financial Statements by students using current annual reports of companies from different sectors.	CO5

Reference Texts/Books/Websites/etc:

1	Robert N Anthony, David F, Hawkins and Kenneth A Merchant (AHM), 2017, Accounting: Text and cases (13th Edition) – McGraw Hill.
2	Stice, Stice and Diamond (STI),Financial Accounting, Reporting and Analysis - 6th Edition - (STI), South-Western Thomson Learning
3	R. Narayanswamy (NAR) (2014) Financial Accounting - A Managerial Perspective - 6th Edition -), Prentice Hall India.
4	Ashok Banerjee (AB), (2009), Financial Accounting: A Managerial Emphasis, 3rd Edition Excel Books.
5	IndAs and International Financial Reporting Standards of: The Institute of Chartered Accountants of India.
6	Brigham & Houston (B & H), 2015, Fundamentals of Financial Management (13th Edition), Cengage Learning.

Recommended Case(s) to be used in the Subject: Nil

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term	60%

GM 103 : EFFECTIVE BUSINESS COMMUNICATION

Title of the subject	Effective Business Communication
Subject Code	GM 103
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester/Semester	1

Description of the subject:

Effective Business Communication is a fundamental requirement for all students to work effectively and efficiently in a professional, cross-cultural environment, recognizing the need for a variety of communication styles in different situations and with different people. Technology has given autonomy to the individual in the workplace. There is a need to make the learners aware of the responsibility that comes with autonomy to ensure appropriate communication.

At the same time team work has grown in importance and the give-and-take this demands needs to be underlined for the students. The subject attempts to make learners sensitive to the impact of non-verbal communication (body language in particular) in a working environment. It also includes an understanding of how physical spaces and environment can either support efficient functioning or hamper it.

Course Learning Objectives (CLOs):

1	Be able to use language correctly and appropriately in different business communication situations with sensitivity to the specific requirements of each situation.
2	To acquire requisite skills of reading, writing, speaking and listening as well as non-verbal communication.
3	Be aware of the correctness and appropriacy of different language styles and be sensitive to the fact that language impacts relationships and situations at workplace.

Course Outcomes(COs):

CO	Course Outcome Statement
GM103.01	Demonstrate an understanding of the 'what', 'why' 'where' and the 'how' of the key elements governing communication.

GM103.02	Develop a rich and vast pool of content that serves for better decision making using the related tools discussed.
GM103.03	Create effective presentations on a variety of topics and agenda.
GM103.04	Evaluate case studies / current business situations and share possible solutions.
GM103.05	Create formal communication viz. business mails, business brief, reports, business plans, inter-personal communication and Speak effectively across structures and cultures, give professional feedback.
GM103.06	Examine a work situation on the basis of its urgency and importance, Reflect on Self and role of self in the situation and communicate suitably using Eisenhower's Urgent Important Matrix.

Mapping of Course Outcomes(COs) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Effective Business Communication	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	3	3	2	2
CO2	2	3	3	3	2	2
CO3	2	3	3	3	2	1
CO4	1	3	3	3	3	1
CO5	1	2	3	3	2	2
CO6	3	2	3	3	1	3

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Fundamental of Communication. Understanding that people are different; yet they must work in coordination. Barriers to communication, the art of listening	CO1

2	Body language and non-verbal communication. The part played by non-verbal communication. Importance of tone in communication	CO1CO2
3	Art of listening and reading: Perceptions, Listening for different purposes. Filtering in listening. Note-taking and listening.	CO3, CO6
4	Oral Communication - (The art of Presenting): The different requirements: Voice, Speech, Content. Preparing – how to prepare	CO1, CO3
5	Presenting and the use of Power Point and other aids. Power point and other aids: their use, misuse and overuse	CO3, CO5
6	Oral communication, Practicing brief presentations	CO2, SO3
7	Other Aspects of Communication (Space management and communication) for efficient functioning depend on it.	CO1, CO3
8	Presentations as a tool for Communication	CO1, CO3, CO4, CO6
9	Developing writing skills: Principles of Written Communication. Different mediums used in official and personal communication	CO5
10	The etiquette in written communication: email, SMS and social media Drafting letter, email, memos.	CO1, CO5
11	Proposal and Report Writing: Rules and formats	CO1, CO5
12	Participating in a meeting: Basic rules, etiquette, interacting in meeting, common mistakes. Writing agenda, meeting notice, minutes of the meeting	CO2, CO5
13	Technology and the changing workplace -Advantages of technology: flexibility, easy contact Telephone/ internet/ video conferencing – advantages and disadvantages. Knowing how to adjust to the demands of technology, work from home – the new work culture	CO2, CO5, CO6
14	Application and Resume Writing	CO2, CO5
15	Applying the understanding to group discussions, interview situations and pitching	CO2, CO4, CO6

Reference Texts/Books/Websites/etc:

1. Effective Business Communications (7th. Edition): Herta Murphy; Herbert Hildebrandt; Jane P. Thomas (McGraw Hill)
2. Lesikar's Basic Business Communication (8th Edition): Raymond Lesikar; John D. Petit Jr.; Marie Flatley (Tata McGraw Hill)

3. Business Communication: Process and Product: (3 Edition) Guffey Mary Ellen (Thomson, Southwestern)
4. Oxford Guide to Effective Writing and Speaking: How to Communicate Effectively (3rd. Edition) Seely John (Oxford University Press)
5. Report Writing for Business, Raymond Lesikar; John D. Petit Jr, 10th Edition, Irwin McGraw Hill.
6. Corporate Communication: Principles and Practice: JethwaneyJaishri, 2012, Oxford University Press
7. Understanding Human Communication, Ronald B. Adler; George Rومان, 9th. Edition, Oxford University Press.
8. How to Win Friends and Influence People: Dale Carnegie
9. TED Talks
10. YouTube Videos

Recommended Case(s) to be used in the Subject:

- 1.
- 2.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40 %
End Term Evaluation	60 %

HR 101 : ORGANIZATIONAL BEHAVIOR PART I – INDIVIDUALS IN ORGANIZATIONS

Title of the subject	Organizational Behaviour Part I-Individuals in Organizations
Subject Code	HR101
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Nil
Trimester/Semester	I

Description of the subject:

This course integrates the study of management principles and practices with the study of human behaviour within organizations. The focus will be upon translation of management and organizational behaviour theory to practices that result in organizational effectiveness, efficiency, and human resource development. This course provides a good foundation for students intending to opt for any specialization or major, as the main objective of this course is to provide students with the essential content and experiences they need to become a motivating student, successful manager and an effective employee in any type of work they do in the future. This subject discusses all the major topics of organizational behaviour emphasizing on how individuals, groups, and organizations interact to contribute to organizational success, growth and achievement. It challenges the readers to develop greater personal, interpersonal, and organizational skills, and utilize these strengths competently in the organizational environment.

Course Learning Objectives (CLOs):

1	This course is designed to provide students with an understanding of people's behaviour in organizations.
2	The course demonstrates the importance of people in the success or failure of organizations in the increasingly competitive, global work environment
3	The course is designed to ensure students recognize that comprehending human behavior is a pre-requisite for business and to give students a clear understanding of both the theoretical and applied basis of the subject.

Course Outcomes(COs):

CO	Course Outcome Statement
HR101.01	Understand how people are the most important resource of an organization
HR101.02	Learn complexities of individual behavior in the organizations.
HR101.03	Handle individual factors of behavioural dynamics in the organizations.
HR101.04	Predict employee behaviour in organizations
HR101.05	Explain the challenges associated with the working of the organizations in today's dynamic business environment

Mapping of Course Outcomes(COs)to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Organizational Behaviour Part I- Individuals in Organizations	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	1	3	3	2	2
CO2	2		3	2	3	1
CO3	1		3	2	1	3
CO4	2	1	3	2	2	2
CO5	2	1	3	3	3	1

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to OB- Definition, Nature, scope & origin of OB, Hawthorne Study, McGregor's Theory X & Y, Systematic study of OB & organizational effectiveness	CO1

2	Introduction to OB- Disciplines that contribute OB, Different approaches to OB, Contemporary issues & Challenges.	CO1& CO5
3	Personality- Definition of personality, Personality determinants- Heredity & Environment Personality traits , Assessment of personality- Self report survey, Observer ratings surveys, Projective measures	CO1 & CO4
4	Personality- Personality Assessment in organizations, The Myers-Briggs Type Indicator, Big five personality dimensions, Johari Window	CO1 & CO4
5	Perception in Organizations- Definition of perception, Why it is important in OB?, Perceptual process model, Attribution theory, Perceptual errors- Primacy effect, Recency effect, Halo effect, Projection bias	CO1 & CO2
6	Perception in Organizations- Attribution errors- Fundamental attribution error, Self-serving bias Improving perceptual accuracy, Stereotyping in organizational setting, Effects of perception on decision making	CO1 & CO4
7	Motivation –Theory & Applications- Definition, Theories of motivation- Maslow’s hierarchy of needs & Alderfer’s ERG theory, McGregor’ s theory x & theory Y, Herzberg’s two-factor theory, McClelland’s theory of needs, Cognitive evaluation theory, Goal setting theory, Equity theory, Vroom’s Expectancy theory	CO2 & CO4
8	Motivation- Theory & Applications- Methods to increase motivation- Job rotation, Job enlargement, Job enrichment, Alternative work arrangement- flexi time, job sharing, telecommuting. Methods to motivate employees- Variable pay program, Employee stock ownership plans, Skills based pay plans, Flexible benefits, Employee recognition Program.	CO2 & CO3
9	Attitude & Job Satisfaction- Attitudes, Cognitive component, Affective component, Behavioral component, Cognitive dissonance- Leon Festinger Major job attitudes- Job satisfaction, Job involvement, Organizational commitment, Perceived organizational support, Employee engagement Attitudes: Components and Effects of Attitude and Work Performance.	CO4
10	Attitude & Job satisfaction- Attitude survey, Job satisfaction, Causes of job satisfaction, Impact of dissatisfaction , Outcomes of job satisfaction-Job performance, Organizational citizenship behavior, Customer satisfaction, Absenteeism, Turnover, Workplace deviance	CO1 & CO5
11	Values in the workplace- Types of values, he importance of values, Rokeach Theory-Terminal versus Instrumental values, Generational values, Values & ethical behaviour, Cross-cultural values	CO1& CO4

12	Self & Stress Management- What is stress?, Eustress & distress, General adaptation syndrome, A Stress Model- Stressors & stress outcomes, Potential sources of stress- Environmental factors, Organizational factors, Personal factors, Consequences of stress- Psychological, Physiological, Behavioural	CO2 & CO5
13	Self & Stress Management- Individual differences in stress- Personality traits, Adaptability to stressors, Coping strategies. How to increase personal effectiveness- Remove the stressor, Receive social support, Stress audit, Counselling, Withdraw from the stressor, Goal setting, Time management, Employee assistance program (EAP)	CO3
14	Emotions & Moods- Basics of Emotions and Moods- Difference between Emotions and Moods, Functions of Emotions, Sources of Emotions and Moods,	CO2
15	Emotions & Moods- Emotional Labour, Affective Events Theory, Emotional Intelligence, Applications of Emotions and Moods	CO3 & CO4

Reference Texts/Books/Websites/etc.

1. Robins, S; & Judge, T & Vora N (2016). *Organizational Behavior*, Pearson, 16th edition.
2. McShane, S; Glinow, M.A.V; Sharma, R. (2017). *Organizational Behavior*, Tata McGraw-Hill-Indian Adaptation, 7th edition.
3. Pareek, U. (2014). *Understanding Organizational Behavior*, Oxford, Fourth edition.
4. Aswathappa, K. (2016) *Organizational Behavior*, Himalaya Publishing House, Twelfth revised edition.
5. Fred Luthans (2011) *An Evidence- Based Approach- Organizational Behaviour*, McGraw-Hill international edition, Twelfth edition.
6. Bhattacharya, D.K. (2014) *Organizational Behavior*, Oxford University Press.
7. Singh, K. (2015) *Organizational Behaviour: Text and Cases*, Pearson, 3rd Edition.
8. Hersey, Paul, Dewey, E. Johnson and Kenneth, H. Blanchard. (2015) *Management of Organizational Behaviour*, Prentice-Hall of India, New Delhi, Tenth Edition.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40
End Term Evaluation	60

OPN 101 : ESSENTIALS OF WORLD CLASS OPERATIONS

Title of the subject	Essentials of World Class Operations
Subject Code	OPN 101
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	
Trimester/Semester	1

Description of the subject:

The subject **Essentials of World Class Operations** provides the learner a culture of problem solving, continuous improvement, effectiveness and excellence operations. The learning process primarily focuses on continual improvement in quality, cost, time, flexibility and customer needs.

Course Learning Objectives (CLOs):

1	To understand the world's most superior principles and practices of Operations Management
2	To appreciate the vital role that Operations Management plays in making businesses successful irrespective of the nature of the business.

Course Outcomes(COs):

CO	Course Outcome Statement
OPN101.01	Understand the essentials of world class principles of operations management.
OPN101.02	Compare the types of transformation processes occurring within operations and its alignment with the operation strategy.
OPN101.03	Analyze manufacturing techniques of Toyota Production System through lean methodologies.
OPN101.04	Distinguish between applications of techniques of quality management tools.

OPN101.05	Assess Operations Management and its relationship to other functional areas of the organization by doing comparative analysis.
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Mapping of Course Outcomes(COs)to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Essentials of World Class Operations	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	2	1	1	1
CO2	1	2	3	2	1	1
CO3	3	3	3	2	1	1
CO4	2	1	2	2	2	2
CO5	2	1	1	2	3	2

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to Operations Management in SIPOC (Supplier-Input-Process-Output-Customer) terms, and its applicability in all types of product as well as service-oriented businesses. Key Deliverables of Operations – Quality of both product and service, Delivery, Lead Time, Productivity of resources, Cost of inputs. Customer-centricity in operations management (where the receiver of the material or information is the customer) is the foundation of this course. Definition’ in Quality Management. Three aspects of Quality	CO1
2	Quality Management: Evolution from end stage quality inspection to quality assurance. Difference between ‘error’ and ‘defect’. Poka-Yoke (mistake proofing) to prevent ‘making’ of defects. Pre-control charts for process control. (In the world’s best practices, pre-control charts have proven superior to traditional control charts and are simpler in design and use since they do not need knowledge of statistics. Pre-control charts are the latest tools used by some of the best companies in the world.)	CO1, CO4

	Use of Jidoka (not permitting a defect to move ahead in the process) through Andon (signaling system) to arrest defects at the point of occurrence and prevent defects from moving ahead.	
3	Quality Management: The three costs of quality – appraisal, prevention, and correction (rework/rejection). Relationship between Quality and Cost. How raising quality can lower cost and increase productivity by applying the principles of quality management as detailed above. The Total Quality Management Concept and how the techniques above control mura (variation). Aiming for zero defects creates a change in the thinking and behavior across the organization and helps bring in a world-class culture.	CO1, CO2, CO4
4	Delivery On-Time-In-Full (OTIF) and Lead Time Reduction: Concepts of Takt Time, Throughput Time, Work-In-Process (WIP) Inventory. Vital impact of Layouts and WIP on Delivery and Lead Time. Four types of layout - product, process, fixed position, and cellular (group technology). Little's law relating WIP to Throughput Time and Production Rate. How to reduce Lead Time by attacking WIP.	CO1, CO2
5	Production Planning, Scheduling and Control in a high variety situation: Concept of Economic Order Quantity (EOQ) and how Total Cost and EOQ can be reduced by applying principles of Single Minute Exchange of Dies (SMED). The technique of SMED and its applicability in every sector such as manufacturing, service, and office situations. How SMED enables customer satisfaction, low lead time, simplified scheduling and lower costs.	CO1, CO3
6	Production and Productivity Management: Difference between Production and Productivity. Definition and units of measurement of Productivity of various resources. Situations where 'Unification of Labour' and Cellular Working can increase people productivity. Techniques to maximize productivity without allowing the customer oriented parameters such as quality or lead time to be compromised.	CO1, CO5
7	5-S, Lean and TPM: Lean Operations with identification and elimination of Seven <i>muda</i> (wastes). 5-S is not merely 'housekeeping, but it is a fundamental 'waste elimination' technique. 5-S is step by step activity. How to do each of the 5-S. Applications of 5-S to industry and daily life. Concept of TPM with its goals of zero accidents, zero defects and zero unplanned stoppages, and its structure of eight pillars. Emphasis on the JishuHozen or Autonomous (Self-Initiated) Maintenance pillar. Failure Mode Effects Analysis (FMEA) as tool to prevent unplanned stoppages or slowdowns of projects. Application of FMEA in everyday life and to activities and events in our own institute.	CO1, CO3
8	Problem Solving, Differential Diagnosis, Six Sigma (DMAIC only – no statistics), and Theory of Constraints (TOC): How to identify the key constraint (bottleneck). Definition of Bottleneck, Use of problem solving approaches to eliminate constraints. Introduction to the	CO3, CO5

	powerful approaches of Problem Analysis by Kepner Tregoe, Golden Rules by Masaaki Imai, Differential Diagnosis by Gondhalekar.	
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Reference Texts/Books/Websites/etc:(Recommended APA style of referencing)

- 1.KekiBhote& Adi Bhote,(2000), ‘World Class Quality’, American Management Association.
- 2.Dr.W.E.Deming, (1982), ‘Out of the Crisis’,The MIT Press.
- 3.Shigeo Shingo (1985), ‘SMED : A revolution in Manufacturing’ , Productivity Press
- 4.Jeffrey Liker,(2004), ‘The Toyota Way’,McGraw-Hill Education
- 5.Eliyahu Goldratt (1984), ‘Theory of Constraints’.Productivity and Quality Publishing
- 6.S.Gondhalekar, ‘Chronicles of Quality Detective’ ,

Shared Links of Video

In case of videos links listed in the session delivery table, pl provide the weblink / share / embed code details in below format. Pl check that the video link is active and available

Session no	Title	Share Code	Weblink
1	Customer Orientation	https://youtu.be/P4_bqQPIbq4	https://youtu.be/P4_bqQPIbq4
2.	Precontrol Chart	https://youtu.be/KZKRTY7WhbY	https://youtu.be/KZKRTY7WhbY
3.	Quality at Source	https://youtu.be/4cGkHbv7s8	https://youtu.be/4cGkHbv7s8
4.	How to Reduce Lead Time Synchronization	https://youtu.be/ZP6TBIwGmn0	https://youtu.be/ZP6TBIwGmn0
5.	SMED	https://youtu.be/qLvzd3nSG4E	https://youtu.be/qLvzd3nSG4E
6.	F1 Pit Stop	https://youtu.be/h_7NK8gXsuk	https://youtu.be/h_7NK8gXsuk
7.	Human Productivity	https://youtu.be/UlIGI3laGAo	https://youtu.be/UlIGI3laGAo
7.	Lean Operations TPM FMEA	https://youtu.be/5XVlvDMPQ4c	https://youtu.be/5XVlvDMPQ4c
	Problem Solving Debottlenecking	https://youtu.be/9-7D7W9VU6w https://youtu.be/nlcQckPOHNY https://youtu.be/yVaVkhG-NeY https://youtu.be/e2-f54PYUjE https://youtu.be/Lorz-tRYwTQ	https://youtu.be/9-7D7W9VU6w https://youtu.be/nlcQckPOHNY https://youtu.be/yVaVkhG-NeY https://youtu.be/e2-f54PYUjE https://youtu.be/Lorz-tRYwTQ

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Assessment Method

Evaluation	Weightage
Continuous Evaluation	40%
End Term	60%

MKT 101 : MARKETING MANAGEMENT BASICS

Title of the Subject	Marketing Management Basics
Subject Code	MKT 101
No. of Credits	3
No. of Hours	30 Hours
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	NA
Trimester/Semester	I

Description of the Subject:

Covers the basics of Marketing Management. Introduces the students to the various concepts, practices and theoretical models of Marketing as a subject. Helps the incumbents get a grasp of Marketing as a key Business function in the overall commercial ecosystem.

Course Learning Objectives:

1	Introduce students to the theoretical and conceptual aspects of the subject of Marketing Management and sensitize them to the core Principles that govern Marketing Management as a functional discipline.
2	Understand who is a customer / consumer & what differentiates various types of customers / consumers based on their needs and wants. Appreciate the importance of research in the overall marketing system.
3	Get familiar with terminologies used in marketing, the 4 Pillars of Marketing, Elements of the marketing Mix. Understand market planning, analysis and marketing strategy formulation.
4	Students should appreciate and understand the importance of 'holistic' approach to marketing. How Marketing blends with and drives the other functions in a commercial enterprise.
5	Students to plan marketing plan based on the marketing situation.

Course Outcomes (CO):

CO	Course Outcome Statement
MKT101.01	Interpret need gaps in the environment, through STEP analysis and offer appropriate products/services
MKT101.02	Develop marketing decisions based on appropriate STDP combinations and elements of the marketing mix.
MKT101.03	Analyze market research with respect to consumer behavior patterns for specific marketing situations.
MKT101.04	Recommend a solution on situation-based marketing strategies and its effects on the business.
MKT101.05	Propose situation-based marketing strategies

Mapping of Course Outcomes (CO) to the AOL goals

CODE MKT 101	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
Marketing Management Basics	PO1	PO2	PO3	PO4	PO5	PO6
CO1				3	2	
CO2			3	3		
CO3		2	3	3		
CO4		2	3	3		
CO5		2	3	3		

Course Contents:

No	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	Evolution of Marketing, Marketing Concepts, Introduction to Marketing basics viz Need, Want, Desire, Demand & their relevance.	CO1
2	Environment Scanning & evaluation of Market Opportunities Understanding Competition and Competitor Analysis	CO1
3	Marketing Research, Market Planning, Marketing Information Systems, Market estimation – Market potential analysis, demand Forecasting	CO2 & CO3
4	Buyer Behaviour – Consumer & industrial, Role of Consumer Behaviour in Marketing, Psychological Aspects of Consumer Behaviour viz. Perception, Attitude, Motivation, Learning & Personality	CO3
5	External Influence viz Reference Groups, Culture, Sub-culture, Social class. Buying Decision Process, Behavioural Economics. Business Market v/s the Consumer market, Participants & Stage in the Buying Process	CO2 & CO3
6	Pillars of Marketing Segmentation, Target Marketing, Differentiation & Positioning. Creating Perceptual Map	CO2 & CO3
7	Product Life Cycle Marketing Understanding Products and Services. The Customer Value Hierarchy, Product Line Analysis, Packaging	CO4
8	Introduction to Branding, Brand Elements, Brand building, Brand Strategy, Brand Identity, Brand Equity, Branding Models, Co-Branding & Ingredient Branding	CO4
9	New Product Development, Product Portfolio models viz BCG & GE Matrix	CO4
10	Concepts of Pricing, Pricing methods, policies, strategies & decisions; Understanding of GST & its impact on pricing	CO4
11	Role & Importance of distribution, Role of middleman, identification, selection and managing channels and channel partners	CO4
12	Role of Integrated Marketing Communication, IMC Components, Communication process, Promotion mix, Sales promotion strategies wrt consumer & industrial products	CO4
13	Understanding new marketing realities – Technology, Globalization & social relevance (Digital Marketing & Social Media Marketing), wrt role, importance and challenges	CO5
14	Different types of markets International Markets Rural Markets Social Markets (NGOs) What is Sustainable Marketing	CO5

15	Prepare a market plan based on various Concepts learnt	CO1, CO2, CO3, CO4 CO5
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Reference Texts/Books/Websites/etc:

The APA format can be used to list out the texts/books/readings/etc

1. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2015). Marketing management: (14th ed.). New Delhi: Pearson Education
2. Kotler, P. & Keller, K. L. (2020). Marketing Management (15th ed). New Delhi: Pearson Education.
3. Ramaswamy, V. S., & Namakumari, S. (2009). Marketing management: Global Perspective Indian Context (4th ed.). New Delhi: Macmillan.
4. Saxena, R. (2016). Marketing Management (5th ed.). New Delhi: McGraw-Hill Education Private Limited.
5. Perreault, W. D., McCarthy, E. J., & Parkinson, S. (2006). Basic marketing (15th ed.). New Delhi: Tata McGraw-Hill.
6. Varshney, R. L., & Bhattacharyya, B. (2010). International marketing management: An Indian perspective (23rd ed.). New Delhi: Sultan Chand and Sons.
7. Palmer, A. (2012). Introduction to marketing: Theory and practice. Oxford: Oxford University Press.
8. Baines, P., Fill, C., & Rosengren, S. (2011). Marketing (2nd ed.). New York: Oxford University Press.
9. Patankar, T. (2013). Marketing management: with case studies, multiple choice questions and internal activity. Mumbai: International Book House Pvt.
10. Maheshwari, R., & Jindal, L. (2013). Marketing Management: Theory and practice. New Delhi: International Book House Pvt.

Recommended Case(s) to be used in the Subject:

1. Euro Disney
2. Barbie Doll
3. Saffola Oil

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40
End Term Evaluation	60

TEC 101: INTRODUCTION TO EMERGING TECHNOLOGIES

Title of the subject	Introduction to Emerging Technologies
Subject Code	TEC 101
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50

Pre-requisite Subject(s), if any	Nil
Trimester/Semester	Trim I

Description of the subject:

It is imperative today that every manager irrespective of domain or vertical be familiar with contemporary and emerging technologies. This is because each of these technologies would have a profound impact on the way the business is being conducted now. Students must develop familiarity with these technologies and develop of vision for application of such technology. This course is an introductory course and is expected to followed up with more detailed application oriented courses which best suits each domain/vertical.

This course is split over Foundation Fortnight where visionary/leadership sessions highlight the role of technology in business. This is followed by the above course in Trim 1. This is followed by an in-depth workshops for each of the selected technologies. This helps students during the prototyping phase of the GCL course.

Course Learning Objectives (CLOs):

1	Familiarise Students with Contemporary and Emerging technologies and their impact on business and society
2	Kindle passion for technology
3	Enable students to think about potential applications of these Emerging Technologies to the chosen field or specialization

Course Outcomes(COs):Changed in line with TLP

CO1	Understand Global Technology trends w.r.t Emerging trends
CO2	Understand Core functionality of selected Emerging Technologies
CO3	Understand Use Cases for selected Emerging Technologies
CO4	Identify Applications of Selected Emerging Technologies in chosen domain/Vertical
CO5	Understand the overall concept of Digital Thinking & Digital Transformation

Mapping of Course Outcomes(COs)to the AOL goals (3-2-1):

AOL Goal/ LO	Leadership	Innovation	Critical & Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Introduction to Emerging Technologies	PO1	PO2	PO3	PO4	PO5	PO6
CO1			2	3	3	

CO2		2	2	3	2	
CO3		1	2		3	
CO4		3	2		2	2
C05	1	3	2	2	2	3

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Why Digital and Emerging Technology – Driver for future success – how Digital and emerging technologies are changing the business landscape. Success stories. Why and how leaders and managers should become Digital	C01,C05
2	Overview of Digital and Emerging Technology The Digital and Emerging technology Landscape. Discussion on the Gartner Hype curve for Emerging Technology.	C01,C05
3	Emerging Technology for Business Process Automation – Overview of Enterprise Systems, Robotic Automation, Intelligent Automation Impact on Productivity and customer experience Overview of Emerging tools	C02,C03
4	Overview of App Development platforms – Emerging tools for developing apps (Web apps and Mobile apps) - The trend towards low code development	C02, C03
5	Information Energy for Business Success – The role of emerging tools for Business Intelligence and Analytics	C02, C03
6	Machine Learning and AI - Concept of ML/AI - Technology tools for Machine learning and AI – application perspective	C02, C03
7	Data and Information Management Concepts Understanding Data/Information Lifecycle and tools used at every stage, Big Data , Stream data (primarily from IOT and Industrial Automation) , Structuring data – Master Data Management as a concept	C02, C03
8	AR/VR/XR – what , how, uses and Tools	C02,C03

Reference Texts/Books/Websites/etc:

1. Open source resources
- 2.PPTs shared by faculty

Recommended Case(s) to be used in the Subject:

- 1.
- 2.

Assessment Method:

Evaluation	% of Marks Assigned
Online MCQ test	100%

LIST OF SUBJECTS, CODES, CREDITS AND HOURS - TRIMESTER 2

Sr. No.	Subject Code	Subject Title	Credits	Hours
1	GM 203	Legal Aspects of Business	1.5	16
2	BDI105	Business Innovation and Application	1.5	16
3	GM 201	Global Citizen Leader - I	3	30
4	QTA 201	Business Research Methods & Marketing Research	3	30
5	GM 202	Indian Economy	1.5	16
6	FIN 201	Cost and Management Accounting	1.5	16
7	FIN 202	Basics and Practical Applications of Corporate Governance	1.5	16
8	GM 208	Foreign Language	3	30
9	HR 201	Organizational Behaviour II – Managing Group Dynamics	1.5	16
10	OPN 201	Essentials of Supply Chain Management	1.5	16
11	MKT 201	Marketing Application & Strategy	1.5	16
12	MKT 202	Consumer Behaviour	1.5	16
		Total	22.5	234

GM 203 : LEGAL ASPECTS OF BUSINESS

Title of the subject	Legal Aspects of Business
Subject Code	GM 203
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	Nil
Trimester/Semester	II

Description of the Subject:

Legal aspects are an indispensable part of a successful business environment in any country. They reflect the policy framework and the mindset of the Governmental structure of that country. They ensure that every company is functioning as per the statutory framework of the country.

Course Learning Objectives:

1	This course describes the basic concepts of law and all applicable laws for doing business in India.
2	The course enables the students to develop an ability to understand, to analyze and interpret the applicability of the laws to the various aspects of businesses.
3	Students will develop an understanding of the legal and the regulatory scenario in India to help them in mitigating legal risks to the business.

Course Outcomes (CO's):

CO	Course Outcome Statement
GM203.01	Understand the legal rules and principles for an effective management of a business.
GM203.02	Understand the legal and regulatory risks to a business.
GM203.03	Analyse the implications of the Indian Contract Act, Sale of Goods Act, Competition Act, Companies Act, Cyber Laws, IPR
GM203.04	Determine the ethical issues involved in non-adherence to the laws.
GM203.05	Discuss the contracts and the implication of breach of contracts.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goals/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication skills	Global Perspective	Realization of Role of Self in Society and Organization
Legal Aspects of Business	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	2	2	3	3
CO2	3	2	2	2	3	3
CO3	2	2	2	2	3	2
CO4	2	2	2	2	3	2
CO5	3	2	2	2	3	3

Detailed Contents:

Sr No	Contents	CO's mapped to the topic
1	Indian Contract Act: Bare Contract Act, Principles of negotiating a contract, breaches, enforcement, liability, guarantee and performance.	CO1,2,3,4,5
2	Sale of Goods Act: Conditions and warranties, Sale of goods act Bare Act, Understanding the principles of sale of goods with relevance to today's business methods.	CO1,2,3,4,5
3	Salient Features of Companies Act, Important Provisions, Application in today's changing business models, Relevance with provisions of IBC – failing companies.	CO1,2,3,4,5
4	Competition Act 2002 and Consumer Protection Act, basic principles of competition act and relevance in today's business world, Consumer Protection Act – wide scope and application.	CO1,2,3,4,5
5	Cyber Laws – Information Technology Act and e-commerce Regulations, Application of IT Act in today's e commerce, Judicial view on e-commerce business and e-commerce companies – their responsibilities and liabilities.	CO1,2,3,4,5
6	Intellectual Property Rights – Laws relating to IPR, Importance of Copyright and Trademark in business, Rights and liabilities of copyright / trademark owners and infringers.	CO1,2,3,4,5
7	How to write a contract and what are the different types of contracts in business, How to write a contract, Different types of contracts in business.	CO1,2,3,4,5

Reference Texts/Books/Websites/etc:

1	Kapoor.2009. Elements of Mercantile Law.25thEdition. Somaiya Publication Pvt. Ltd.
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2	Kapoor.1999. Business and Corporate Laws.23 rd Edition. Sultan Chand & Son.
3	Bulchandani.2010. Business Law.22 nd Edition. Mumbai Himalaya Publishing House Pvt Ltd.
4	Singh.2004. Company Law.14 th Edition. Lucknow Eastern Book.
5	Chander.2012. Cyber Laws and IT Protection.1 st edition. PHI Learning Pvt. Ltd.
6	Narayanan.2002. Intellectual Property Law.3 rd Edition. Kolkata Eastern Law House.
7	Ponkshe.1991. Management Of Intellectual Property, patents, designs, trademarks and copyrights.1 st Edition. UBSPD Pub.
8	Gulshan.2009. Business Law Including Company Law.16 th Edition. Mumbai New Age International Ltd.
9	Taxmann.2014. Competition Laws Manual: An authentic compendium of Act/Rules/Circulars and Notifications on Competition Laws.2 nd Edition. New Delhi Taxmann Publications (P.) Ltd.
10	Ramappa.2011. Competition Law in India: Policy, Issues and Developments.2 nd Edition. New Delhi Oxford University Press.
11	Bare Acts - Contract Act, Company Law, Competition Act, Trade Marks Act, Copyright Act, Patent Act, Information Technology Act, Consumer Protection Act.. Available digitally on Advocate Khoj Link : (www.advocatekhoj.com). or of Universal Publications. Ltd. or Commercial Law Publishers (India) Pvt. Ltd.
12	Case Studies as discussed in Class from Time to time. Material will be provided during the lecture or previous lecture for early reference.Link : SSOnline https://www.sconline.com/ or Manupatra.com https://www.manupatrafast.com/ipAccess.aspx

Recommended Case(s) to be used in the Subject: Nil

Assessment Method:

Evaluation	% of Marks assigned
Continuous Evaluation	40%
End Term	60%

BDI105 : BUSINESS INNOVATION AND APPLICATION

Title of the subject	Business Innovation and Application
Subject Code	BDI105
No. of Credits	1.5 credits
No. of Hours	16 hours
No. of Sessions	8 session
Marks	50
Pre-requisite Subject(s), if any	
Trimester/Semester	Trimester II

Description of the subject:

This course allows students to explore an approach to solve business problems by using Design thinking. Design Thinking is a thought process which empathizes with the user, develops deep user understanding, and iterates on different approaches to solve the problem and enhance value creation.

Course Learning Objectives (CLOs):

1	Introduce students to a new approach – Design thinking that enhance innovation and the tools used
2	Expand students thinking about design and innovation beyond the design and development of new products or other fundamental sources for value creation
3	Strengthen their understanding the need for it and find opportunity areas in business and growth.
4	Break mental models to discover opportunities that already exist within your organization

Course Outcomes(COs):

CO	Course Outcome Statement
BDI105.01	Demonstrating design thinking process in the assignment/Projects
BDI105.02	Learning the design thinking elements will allow students to gain insights from data collection.

BDI105.03	Demonstrating design thinking a thought process in storytelling formation to evoke emotions.
BDI105.04	Understand and apply design thinking mindset to real world situations, enabling students to create innovative and creative solutions.
BDI105.05	Students will build an understanding to users' needs by empathy mapping, prototype building, mind mapping for making important building blocks of business

Mapping of Course Outcomes(COs)to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadershi p	Innovatio n	Critical Analytical & Integrativ e Thinking	Communicatio n Skills	Global Perspectiv e	Role of Self in the organizatio n & in society
Business Innovation and Applicatio n	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	3	3	3	2	2
CO2	2		3	3	2	2
CO3	2	3	3	3	2	2
CO4	2	3	3	3	2	2
CO5	2	3	3	3	2	2

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to Design Thinking a. Introducing subjects with Design Thinking and the steps to follow for problem solving a. Interactive session with examples and discussion b. Sharing case studies, articles on design thinking	CO1, CO2, CO3
2	3 Spaces of Innovation. Inspiration Ideation Implementation. a. What is Observation and observation techniques b. Problem statement	CO2, CO3

3	Ethnography and Ethnography Tools – a) what is ethnography b) tools like – talks and interviews, observation, survey , data/sample collection , audio and visual recordings , empathy etc.	CO2, CO5
4	Interpret data to Locate gaps in existing service or a product and customer aspirations,	CO2, CO4, CO5
5	Ideate new concepts to address gaps, using tools like brainstorming, visual thinking/mind mapping, asking questions, etc.	CO2, CO3, CO4, CO5
6	Concept Development: Converting ideas into Prototype a. What is Prototyping? b. Types of Prototyping ideas c. Various materials used to do prototype d. Emerging technologies used in prototyping	CO3, CO4, CO5

Reference Texts/Books/Websites/etc:(Recommended APA style of referencing)

1. Brown, Tim. Change by Design. Harper Collins publisher.
2. Multiple authors. Design Inspired Innovation. World Scientific Publishing.
3. Roger, Martin. Design of Business. Harvard Business Press.
4. Kumar, Vijay.; Wiley, John & Sons, Inc.101 Design Methods.
5. Liedtka, Jeanne and Ogilvie Tim. Designing for Growth – a design thinking tool kit for managers. Columbia Business School

Recommended Case(s) to be used in the Subject:

1. HBR Articles, design thinking case studies to be shared with students for reference. (at faculty discretion)

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation (Internal)	40%
Jury Evaluation (External)	60%

GM 201 : GLOBAL CITIZEN LEADER

Title of the Subject	Global Citizen Leader
Subject Code	GM201
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester/Semester	II

Description of the subject:

This course is broken into 4 parts (i) leading self (ii) collaborate (iii) innovate & (iv) social impact through action, which will eventually help students to build capability to lead themselves, work effectively with others, enact creative & conscientious change.

Course Learning Objectives:

1	Create self & socially aware individuals who are able to work courageously & collaboratively, to take on boundary spanning challenges.
2	To explain GCL individuals who can transform organizations while transforming themselves.
3	To create continual & agile learners who are able to step into new environments & empathize from multiple perspectives.
4	To create Globally aware citizens who seek to transform the world to a positive & collaborative mindset & are not confined by local paradigms when developing solutions
5	To develop prototype of feasible solutions using technology as the enabler.

Course Outcomes:

CO Code	Course Outcome Statement
CO1	Students should infer, interpret and relate to what a Global Citizen Leader is.viz. a Self & socially aware individual able to work courageously & collaboratively.
CO2	Identify boundary spanning challenges, and make use of tools to plan activities, to take on such challenges
CO3	Through building relationships with team members arrive at a conclusion on how to transform organizations while transforming themselves
CO4	Based on critical comparison of different criteria develop competencies of a Global Citizen Leader
CO5	Adapt to the role of a Global Citizen Leader

Mapping of Course Outcomes(COs)to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical And Analytical Thinking	Communication Skills	Global Perspective	Role Of Individual In Org And Society
Global Citizen Leader	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	3	2	2
CO2	3	2	3	3	2	2
CO3	3	2	3	3	2	2
CO4	3	2	3	3	2	2
CO5	3	2	3	3	2	2

Detailed Contents:

Session No	Topics to be Covered	Course Outcome Mapped
1.	Social Identity Map, Mental Models, Emotional Intelligence, Mindfulness, Introduction, Empathy in action, Life Journey mapping & Market Observations	CO1, CO2
2.	Learning curve, Growth mindset, Hero's journey and Visioning What is Innovation and Design thinking Stake holder map, Sense making / Opportunity analysis (based on previous evening market observations) Team Charter	CO3, CO4,
3 -13.	Weekly two hrs interaction with mentoring faculty on Projects leading to Phase 1 "team building & project scoping" Phase 2 "inspiration gathering & research" Phase 3 "opportunity analysis"	CO1, CO2, CO3, CO4, CO5
14.	Group Presentations	CO1, CO2, CO3, CO4, CO5
15.	Group Presentations	CO1, CO2, CO3, CO4, CO5

Text Books / Reference Books / Websites / Videos:

- 1) GCL Workbook.
- 2) Online Sessions
- 3) Handout

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40
End Term Evaluation	60

QTA 201 : BUSINESS RESEARCH METHODS AND MARKETING RESEARCH

Title of the subject	Business Research Methods and Marketing Research
Subject Code	QTA201
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Basic Marketing and Business Statistics in Trim I
Trimester/Semester	II

Description of the subject:

Organizations are constantly engaged in studying and analyzing issues and take decisions. Decision making becomes difficult when issue is complicated. Such a situation demands scientific way of identifying problem, collecting relevant facts, analyzing them without any bias and take decision. This subject empowers student to understand how to identify correct business problem and how it can be solved by scientific method so that the conclusion and solution will solve the problem.

Course Learning Objectives (CLOs):

1	To learn various objectives of conducting research
2	To learn the research methodology
3	To apply research methods to solve marketing problems

Course Outcomes(COs):

QTA201.01	To Define the significance of business research
QTA201.02	To Choose the Research Design and Type of Research
QTA201.03	To demonstrate the need and scope of Market Research
QTA201.04	To Develop questionnaire based on the business problem.

Mapping of Course Outcomes(COs)to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Business Research Methods and Marketing Research	PO1	PO2	PO3	PO4	PO5	PO6
CO1		1	1			
CO2		1	2			
CO3		2	3	2		
CO4		2	3	2		

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Definition of Business Research, Types of Business Research, Steps in Business Research	CO1
2	Exploratory Research to identifying correct business problem, Major sources of Secondary data	CO2
3	Literature review	CO3, CO4
4	Causal Research Design: Meaning of Factor and Confounding variables, Methods to isolate effects of Confounding variables,	CO2
5	Descriptive Research Design: Application of Descriptive Design in customer segmentation and product/brand positioning	CO2
6	Scaling Methods: Dichotomous scale, Category scale, Rating scale; Ranking scale: Paired comparison, Full comparison; Constant sum scale; Itemized rating scale: Liker scale, Semantic Differential scale, Staple scale	CO4
7	Meaning of Reliability; Reliability methods: Split-half method, Parallel form method, Internal consistency method, Cronbach alpha	CO4

8	Meaning of Validity; Content validity, Face validity, Criterion-related validity, Predictive validity, Construct validity; Meaning of Sensitivity	CO4
9	Sampling: Calculation of sample size, Non-probability and Probability sampling methods	CO2,CO4
10	Questionnaire Design: Identifying data needs, Guidelines for questionnaire design	CO2
11	Statistical analysis of Questionnaire for different types of customer	CO4
12	Statistical data analysis of primary data	CO4
13	Report writing: Characteristics and contents of good report, significance of report writing, different steps of report writing, mechanism of writing a research report.	CO4

Reference Texts/Books/Websites/etc:(Recommended APA style of referencing)

1. Sekaran, Uma; Bougie, Roger. Research Methods for Business (5th edition). Wiley India
2. Chawla, Deepak; Sondhi, Neena. Research Methodology: Concepts and Cases. Vikas publication
3. Malhotra, Naresh. Essentials of Marketing Research. Pearson
4. Silver, Lawrence; Stevens, Robert E.; Wrenn, Bruce; Loudon, David. The Essentials of Marketing Research. Routledge Publication
5. Aaker, David; Day, George S.; Leane, Robert. Marketing Research. Wiley India

Recommended Case(s) to be used in the Subject:

1. Vora and Company

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

GM 202 : INDIAN ECONOMY

Title of the subject	Indian Economy
Subject Code	GM 202
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	--
Trimester/Semester	II

Description of the subject:

The subject introduces students to the contemporary issues and challenges facing the Indian economy. It provides an overview of a range of sectors including infrastructure, social sectors and urbanization and introduces them to some of the key issues in macroeconomic policy.

Course Learning Objectives (CLOs):

1	To introduce the students to the major contemporary issues facing the Indian Economy
2	To make the students aware of the relevance of the policies and performance of the Indian Economy
3	To enable students to understand the Indian Economy in the context of the global economic scenario

Course Outcomes(COs):

GM202.01	Students can understand the major trends and issues in the Indian Economy.
GM202.02	Students can interpret the main macroeconomic indicators in the Indian Economy.
GM202.03	Students can analyze the connections between India and the global economy by comparing the data on macroeconomic parameters.
GM202.04	Students can assess the Indian policy framework and its impact on business decisions by analysing the relevant data in the pre-and post-policy periods.

Mapping of Course Outcomes(COs)to the AOL goals (3-2-1):

AOL Goal/ CO	Leadership	Innovation	Critical & Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Indian Economy	PO1	PO2	PO3	PO4	PO5	PO6

CO1			3	2	2	
CO2			3	2	2	
CO3			3	2	3	
CO4			3	2	2	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Overview of Indian economy. Sectoral analysis: agriculture, industry and services. Regional patterns of Indian economy	CO1
2	India's growth and development experience, Post-Liberalization.	CO4
3	Social sectors: health and education. Human Development Index. Demographic dividend	CO1,CO4
4	Infrastructure: transportation and energy.	CO1
5	Urbanization and the Indian economy	CO1,CO4
6	Macroeconomic indicators of Indian economy. Trends in growth, inflation, BOP, Fiscal indicators	CO1, CO2
7	Macroeconomic policy: RBI and Monetary policy, Fiscal policy	CO1, CO2
8	India and the Global Economy – International Trade, FDI	CO3

Reference Texts/Books/Websites/etc:

1. Misra,SK and Puri,VK (2018), Indian Economy, (36th edition), Himalaya Publishing House
2. Agarwal,AN and Agarwal,MK (2017), Indian Economy, (42nd edition), New Age International Publishers
3. Joshi, Vijay (2016), India's Long Road to Prosperity, Oxford University Press
4. .Economic Survey, 2019-2020, Government of India, Vol 1,2
5. Bhandare, Deshpande and Soman (2019), "Recovery, Reforms and Resilience", Kanishka Publications

Recommended Case(s) to be used in the Subject:

- 1.
- 2.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40 %
End Term Evaluation	60 %

FIN 201 : COST AND MANAGEMENT ACCOUNTING

Title of the subject	Cost and Management Accounting
Subject Code	FIN 201
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	Nil
Trimester/Semester	II

Description of the Subject:

Success in any business, from the smallest corner store to the largest multinational corporation requires the use of cost accounting concepts and practices. Cost & Management Accounting provides key data to managers for planning and controlling as well as for deciding cost of products, services and even consumers. The theme, 'different costs for different purposes' help managers to take right short term and long term decisions for the company.

Course Learning Objectives (CLO):

1	To discuss cost concepts, tools and techniques essential in today's competitive and challenging business environment as a managerial tool for planning, controlling and decision making for the sustenance and growth of a business.
2	To apply the theme of 'Different costs for different purpose 'to take short term and long term decisions for the company.

Course Outcomes (CO's):

CO	Course Outcome Statement
FIN201.01	Understand the concept of cost, costing and cost analysis and its relevance for the contemporary business managers.
FIN201.02	Apply different cost concepts in effective decision making.
FIN201.03	Understand the importance of marginal costing and cost-volume-profit analysis.
FIN201.04	Apply marginal costing concepts in taking short run alternative choices decisions.
FIN201.05	Relate to the concept of responsibility accounting, budgeting and variance analysis.

FIN201.06	Apply it as an effective tool for planning and control of business resources.
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Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goals/CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication skills	Global Perspective	Realization of Role of Self in Society and Organization
Cost and Management Accounting	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	-	3	2	-	-
CO2	-	-	3	2	-	-
CO3	-	-	3	2	-	-
CO4	-	-	3	2	-	-
CO5	-	-	3	2	-	-
CO6	-	-	3	2	-	-

Detailed Contents:

Sr.No	Contents:	CO's mapped to the topic.
	A. Cost Accounting	
1	Fundamentals: The Accountant's role in the organization,(management accounting, financial accounting and cost accounting, strategic decisions and the management accountant etc.), How the contemporary business environment has influenced cost management., Explain the use of cost management information in the different functions of management and in different types of organizations, Introduction to cost, cost terms, their use and importance, Classification of cost by function, elements and behavior, Measurement of cost in a required format, Preparation of cost sheet.	CO 1,2
	B. Management Accounting:	
1	Distinction between Cost Accounting & Management Accounting.	CO 1,3
2	Marginal Costing & Cost Volume Profit Analysis: Limitations of absorption costing, Segregation of Costs – purpose and importance, Cost-volume-profit assumptions and terminology, essentials of CVP	CO 3,4

	analysis, Computation of Breakeven Point, Margin of safety, Angle of incidence, CVP analysis for decision making- make v/s buy, operate v/s shut down, Product mix, capacity utilization, profit Planning, export pricing etc.	
3	Tools for planning and control-Budgetary Control: Budgets and budgeting cycle, advantages of budgets, budget committee, and Budget manual, Functional Budgets, Master Budget, Responsibility budget and performance Budget, Flexible Budgeting –its importance, Zero Based Budgeting, achieving success with ZBB and drawbacks of ZBB.	CO5
4	Responsibility Accounting : Meaning of responsibility accounting, Cost Centre, Profit Centre, Revenue Centre & Investment Centre approach, Use of Responsibility Accounting in Performance evaluation, Transfer pricing for decision making	CO5
5	Standard costing and Variance analysis: What is standard costing? Why Standard costing? What is variance analysis? Basic variances- Quantity, Price, Rate and combined total variance.	CO5,6

Reference Texts/Books/Websites/etc:

1	Charles Horngren, Srikant Datar, S.M. Rajan, (2017)-Cost accounting: A Managerial Emphasis- 16th Edition, Pearson Education.
2	Collin Drury, (2018) -Management & Cost Accounting - - 9th Edition- Cengage Learning.
3	Banerjee, B, (2014) -Cost accounting theory and practice- - 13th Edition, PHI Learning Pvt. Ltd.

Recommended Cases: Nil

Assessment Method:

Evaluation	% of Marks assigned
Continuous Evaluation	40%
End Term	60%

FIN 202 : BASICS AND PRACTICAL APPLICATIONS OF CORPORATE GOVERNANCE

Title of the subject	Basics and Practical Applications of Corporate Governance
Subject Code	FIN 202
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	Nil
Trimester/Semester	II

Description of the Subject:

Corporate governance is the system of rules, practices, and processes by which a firm is directed and controlled. Corporate governance essentially involves balancing the interests of company's various stakeholders, such as shareholders, senior management executives, customers, suppliers, financiers, the government, and the community. It also provides the framework for attaining a company's objectives, it encompasses practically every sphere of management, from action plans and internal controls to performance measurement and corporate disclosure.

Course Learning Objectives:

1	To describe the basics of Corporate Governance and its importance in all walks of life.
3	To interpret the applicability of the theories of Corporate Governance and to evaluate its outcome.

Course Outcomes (CO's):

CO	Course Outcome Statement
FIN202.0 1	Understand the basics of Corporate Governance.
FIN202.0 2	Understand and value ethics and ethical behavior.
FIN202.0 3	Apply to the management functions.
FIN202.0 4	Determine the do's and don'ts of ethical behaviour.
FIN202.0 5	Imagine how to build a culture of leadership integrity for the organizations success.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goals/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication skills	Global Perspective	Realization of Role of Self in Society and Organization
Basics and Practical Applications of Corporate Governance	PO1	PO2	PO3	PO4	PO5	PO6
CO1	2	-	3	3	-	3
CO2	2	-	3	3	-	3
CO3	2	-	3	3	-	3
CO4	2	-	3	3	-	3
CO5	2	-	3	3	-	3

Detailed Contents:

Sr.No	Contents	CO's Mapped to the topic
1	Meaning , Origin and Evolution of the concept of Corporate Governance (CG) : An overview to students the concept and how it has evolved over the decades especially in UK, USA, Germany, France, Japan, India	CO1
2	Relevance of CG and aligning it to Stakeholder Accountability: The purpose of CG is to ensure adherence to rules, regulations, compliances and accountability to Stakeholders of an Organization – beyond mere Shareholders.	CO1
3	Principles and Framework of CG:Descriptive aspect / building blocks – pillars for creating a CG framework in an Organization.	CO1
4	Co-relation between CG and Business Ethics:Both are intertwined and are a healthy overlap. In today's context we are heading towards creating Responsible Organizations – Sustainable , and Socially responsive	CO2
5	Role of CG in Professional Organizations: How can good CG lead to creating and enhancing Stakeholder Value and other performance	CO3

	metrics leading to market and brand leadership, valuations and market cap , attracting investments and collaborations	
6	Implications / Fall-out of poor / breach of Governance: Issues relating to regulatory and compliance lapses, erosion of Trust, Business failures , Litigations etc	CO4
7	Operational Aspects of CG: Board of Directors – Roles and Responsibilities , Committees of the Board , Role of Women Directors, Role of Auditors ,Audit Charter, Code of Conduct, Related Party Transactions , Filings , Compliances , Oversight mechanism – Risk Management framework	CO5
8	Companies Act,2013 / SEBI Guidelines and Listing requirements: Applicability / Pre-requisites before making Public issue, Debentures etc	CO5
9	Role of Regulators for ensuing Compliances: Role of Regulators – SEBI, DCA , RBI, TRAI, IREDA, CVC,CAG etc also Global Regulatory bodies – SOX , Singapore Exchange etc	CO5
10	Success / Failure Stories in CG: Case Studies – Indian and International examples - Best Practice sharing	CO1,2,3,4,5

Reference Texts/Books/Websites/etc:

1	Bajpai.2016- The Essential Book of Corporate Governance.1 st Edition. Sage Publications.
2	Arindam Das – 2019 Corporate Governance in India – Routledge.
3	Zimmerli, Richter & Holzinger- Corporate Ethics & Corporate Governance– Springer.
4	Asish Bhattacharyya – 2016, Corporate Governance in India: Change and Continuity - Oxford Univ. Press.
5	Article: Ethics, Values and Corporate Governance – Hofstede – 2017. Report: Kumar Mangalam Birla Report on Corporate Governance. Report: Kotak Committee report on corporate governance – 2017. Relevant sections of the Companies Act, 2013.

Recommended cases: Nil

Assessment Method:

Evaluation	% of Marks assigned
Continuous Evaluation	40%
End Term	60%

GM 208 : FOREIGN LANGUAGE

Title of the subject	Foreign Language
Subject Code	GM 208
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester/Semester	II

Description of the subject:

This course introduces the students to the foreign language. This course helps the students learn the basics of the language and understand the general corporate culture in a foreign enterprise.

Course Learning Objectives:

1	To introduce and speak about oneself in the foreign language
2	To comprehend and express about basic activities the foreign language
3	To comprehend and express likes and dislikes the foreign language
4	To comprehend and express information and description about one's surroundings

Course Outcomes (CO):

Co Number	CO Description
GM208.01	Remember the alphabets, words and grammar of the language, phonetics, and its appropriate usage when framing sentences to communicate.
GM208.02	Relate to the differences in expressing in the English language vis-à-vis the foreign language and understand the nuances of the same.
GM208.03	Compare the cultural nuances of the country where the foreign language is used vis-à-vis India, in the business and social context as an integral aspect of communicating in the foreign language.
GM208.04	Use the language to introduce Self and the other persons, exchange greetings and pleasantries and read and spell words in the language, read a train/ bus schedule and understand basic directions.
GM208.05	Use the language for basic business needs when interacting with business associates viz. make an appointment, provide or receive information in a business context

GM208.06	Articulate in Social situations viz using the language to place an order at a restaurant or shop in the supermarkets and express simple aches and pains at the doctor's, comprehend given textual information and fill up the accompanying form and/or answer true or false questions.
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Mapping of Course Learning Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
Foreign Language	PO1	PO2	PO3	PO4	PO5	PO6
CO1				2	2	
CO2				2	2	
CO3				2	2	
CO4				2	2	
CO5				2	2	
CO6				2	2	

Detailed Contents: Spanish

Sr. No.	Content	CO's mapped to the topic.
1	Introduction: Alphabets and sounds of Spanish language	CO1 &2
2	Nouns, gender, conventions for identifying gender	CO2
3	Basic vocabulary, e.g., yes, no, sorry, excuse me, don't know, greetings, farewells	CO4
4	Articles: (indefinite & definite) and their plurals for the two genders, numbers	CO2
5	Introduction: name, surnames, age, marital status, profession, birthday	CO4
6	Present tense: regular verbs, (hablar, beber, vivir), 100 common verbs' list	CO2
7	Irregular verbs (Hlamar, ir, tener, hacer), days, dates, months	CO2
8	daily chores, time, physical characteristics	CO2
9	Address terms, kinds of houses, color terms, possessive pronouns	CO4 & 5
10	Important verbs, 'ser' and 'estar': specific situations for their use, directions	CO4 & 5

11	Food & Drink items, kinship terms, body parts, stem changing verbs	CO3
12	Direct and indirect object Pronouns	CO3
13	describing moods, important verb 'gustar', hobbies	CO3
14	Conversation in a hotel & restaurant, course revision	CO4, 5 & 6
15	Use of prepositions and immediate future tense	CO2

Reference Texts/Books/Websites/etc:

1. www.practicemos.com
2. Ejercicios de español para extranjeros by Catalina Moreno.
3. www.ver-taal.com
4. vídeos from www.videoele.com
5. Notes prepared for the course

Assessment Method:

Evaluation	% Of Marks Assigned
Continuous Evaluation	40 %
End Term Evaluation	60 %

Detailed Contents: German

Sr. No.	Content	CO's mapped to the topic.
1	Germany an Overview, cultural etiquettes, business culture greetings and useful phrases.	CO1 &2
2	Greetings & Self Introduction, Numbers	CO2
3	Rules of pronunciation, Numbers, Alphabet	CO2
4	Professions, Personal pronouns (singular/ Plural), en-ending verbs (lernen, kommen, arbeiten, heißen etc).Introducing the other person	CO4
5	Vocabulary – days of the week and months of the year, countries, nationalities and languages, more about hobbies and professions, Gathering Information and completing the table	CO4
6	More verbs (Strong) and conjugations, usage of “gern” to indicate likes and dislikes	CO2
7	Concept of Time, Seasons, expressions related to time, verbs with separable prefix.	CO2
8	Grammar: All pronouns with their corresponding possessive articles, Additional time phrases, sentence structure	CO2

9	Grammar: Coordinating Conjunctions Vocabulary related to food items fruits and vegetables and meats Cutlery, Crockery etc.	CO4 & 5
10	Grammar: Imperative, basic introduction of the concept of Nominative and Accusative, möchten Situations: At the restaurant – ordering food/ paying the bill, in the canteen making new acquaintances, Completing the Table from given Data	CO4 & 5
11	Vocabulary: i. Adjectives and opposites ii. Vocabulary for form filling iii. Last year's paper pattern Grammar: i. Modalverben ii. Sentence structure using Modalverben iii. Revision of conjunctions	CO3
12	Vocabulary: i. Body Parts and illnesses ii. Expressing aches and pains iii. Vacation and travel related vocabulary iv. Understanding directions. Grammar: i. Introduction to personal pronouns in accusative case	CO3
13	Grammar: i. Revise previously done grammar Vocabulary i. Office, Stationary items ii. Weather terms	CO3
14	Revision and practice.	CO4, 5 & 6
15	Revision and practice	CO2

Reference Texts/Books/Websites/etc:

1. Stefanie Dengler, Paul Rusch, Helen Schmitz & Tanja Siebert (2015). Netzwerk -Deutsch als Fremdsprache – das Kursbuch & das Arbeitsbuch. Klett-Langenscheidt GMBH, München.
2. <https://www.youtube.com/watch?v=MOtqMNKs0Jw&list=PLYzp2xhTw9W1Z9RvnCoveC0W7pkwUMHXy>
3. <https://dict.leo.org/german-english/>

Assessment Method:

Evaluation	% Of Marks Assigned
Continuous Evaluation	40 %
End Term Evaluation	60 %

HR 209 : ORGANIZATIONAL BEHAVIOUR PART II – MANAGING GROUP DYNAMICS

Title of the subject	Organizational Behaviour II- Managing Group Dynamics
Subject Code	HR 201
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	Nil
Trimester/Semester	II

Description of the Subject:

If Organization Behaviour I focused on individual behaviour within an Organization context, Organizational Behaviour II aims at illuminating foundations of group behaviour, design and structure of teams, importance of Groups at various levels such as Psychological, sociological, operational(practical) and Individual level in contributing to organizational effectiveness. Inter alia the course covers power dynamics playing out within an organization, impact of organizational structure and organizational culture on group behaviour.

Course Learning Objectives (CLO):

1	To understand group dynamics in the organization and develop strategies to increase the effectiveness of workplace.
2	To Understand the impact of group behaviour for organizational excellence

Course Outcome (CO):

Course Outcome Number	Course Outcome
HR201.01	Understand key concepts of the group behaviour.
HR201.02	Learn complexities of group behavior in the organizations.
HR201.03	Determine group factors of behavioural dynamics in the organizations

HR201.04	Apply group dynamics in the workplace
HR201.05	Explain the challenges associated with the working of the organizations in today's dynamic business environment

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical and Analytical Thinking	Communication	Global Perspective	Role of individual org and society
Organizational Behaviour II- Managing Group Dynamics	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	3	2	
CO2	3		3	3	3	
CO3	3		3	2	1	
CO4	2	1	3	2	2	2
CO5	2	1	3	3	3	1

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Foundation of Group Behaviour- Definition & Classification of groups-Formal, Informal, Command, Interest, Friendship. Stages of group Development- Bruce Tuckman ,The five stage model, Punctuated equilibrium model	CO1 & CO4
2	Foundation of Group Behaviour- Group Properties- Roles, Norms, status, Size, Cohesiveness Group Decision making- Group versus Individual, Groupthink, Group-shift , Social Loafing	CO1 & CO3
3	Understanding Work Teams- Differences between groups & teams , Types of teams- Problem-solving teams, Self- Managed work teams, Cross-functional teams, Virtual teams	CO1
4	Understanding Work Teams- Creating effective teams- A team effectiveness model- Context, Composition, Work design, Work process, High Performance Teams	CO1 & CO2
5	Basic Approaches to Leadership- Definition of leadership, Leadership & management, Theories of Leadership- Trait theories, Behavioural theories- Ohio state studies, University of Michigan studies, Contingency theories- Fiedler model, Hersey & Blanchard's situational theory, path goal theory, LMX theory.	CO4 & CO5

6	Foundations of organizational structure/organization design- What is Organizational Design? What is Org structure? Relationship between Design and Structure. Elements of organizational structure- Work specialization, Departmentalization, Chain of command, Span of control, Centralization & decentralization, Formalization Common organizational designs-The simple structure, The bureaucracy, The matrix structure, Charles Handy's Shamrock organisation	CO2& CO5
7	Organizational culture- What is Organizational culture?- Characteristics of Organizational culture, A definition of organizational culture, Do organizations have uniform culture?, Strong versus weak culture, What do cultures do?-Cultures' functions, How employees learn culture?-Stories, Rituals, Material symbols, Language, Introduction Organizational Change and development- Nature and Levels of change	CO3& CO5
8	Conflict Management- Nature & process of conflicts in organizations, Sources of conflicts in organizations, Interpersonal conflict management styles	CO2 & CO3

Reference Texts/Books/Websites/etc.:

1. Robins,S; & Judge, T & Vora N (2016). *Organizational Behavior*, Pearson, 16th edition.
2. McShane, S; Glinow, M.A.V; Sharma, R. (2017). *Organizational Behavior*, Tata McGraw-Hill-Indian Adaptation, 7th edition.
3. Pareek, U. (2014). *Understanding Organizational Behavior*, Oxford, Fourth edition.
4. Aswathappa, K. (2016) *Organizational Behavior*, Himalaya Publishing House, Twelfth revised edition.
5. Fred Luthans (2011) *An Evidence- Based Approach- Organizational Behavior*, McGraw-Hill international edition, Twelfth edition.
6. Bhattacharya, D.K. (2014) *Organizational Behaviour*, Oxford University Press.
7. Singh, K. (2015) *Organizational Behaviour: Text and Cases*, Pearson, 3rd Edition.
8. Hersey, Paul, Dewey, E. Johnson and Kenneth, H. Blanchard. (2015) *Management of Organizational Behaviour*, Prentice-Hall of India, New Delhi, Tenth Edition.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40
End Term Evaluation	60

OPN 201 : ESSENTIALS OF SUPPLY CHAIN MANAGEMENT

Title of the subject	Essentials of Supply Chain Management
Subject Code	OPN 201
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	
Trimester/Semester	II

Description of the subject:

Supply chain is an integrated amalgamation of various components like suppliers, customers, manufacturers, service providers, logistics, warehousing etc. The course aims at presenting the interdependence and correlation of each component. This extends ahead to analyzing the impact of these components on the operational performance of the supply chain.

Course Learning Objectives (CLO):

1	To be able to understand and apply basic principles of Supply Chain Management (SCM).
2	Strategic role of SCM in Business success.
3	To be able to understand and apply techniques in Demand forecasting, Inventory management, Sourcing, Distribution and Delivery functions.
4	Basic concepts of manufacturing and it's integration in supply chain.
5	To be able to understand recent trend in supply chain like Sustainability, Risk management, Agility, Control Tower, Digital twin etc.

Course Outcomes(COs)

OP201.01	Understand SCM concepts and its evolution through SCOR model
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OP201.02	Apply techniques used in SCM best practices to business cases.
OP201.03	Analyze the contribution of different modules of supply chain management and their applicability in business scenarios by using case studies.
OP201.04	Evaluate the operational KPIs of supply chain and their significance in managerial terms by solving examples.
OP201.05	Create the model/ steps to align the management of a supply chain with corporate goals and strategies through solving case studies

Mapping of Course Outcomes(COs) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Essentials of Supply Chain Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	1	2	2	2	1
CO2	2	2	3	2	1	1
CO3	2	2	3	2	2	1
CO4	3	2	3	2	1	1
CO5	3	3	3	2	1	2

Detailed Contents:

Session No.	Topic and Subtopics to be Covered	COs Mapped to the Topic
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1	Key concept of Supply Chain Management and performance metrics: a. Historical perspective-evolution of SCM and SCM philosophies b. SCOR Model and key performance KPIs c. Customer obsession	CO1
2	Introduction to Demand Planning and Forecasting a. Importance of Demand forecasting b. Basic forecasting model- Moving average, exponential smoothing c. S&OP (Sales and Operational Planning), IBP (Integrated Business processes) in companies	CO2, CO3, CO4, CO5
3	Inventory Management a. Basic Inventory Models – Continuous and Periodic Review, two bin and Kanban systems (withdrawal and production Kanban) b. Concept of EOQ, SMED impact on EOQ and Cost reduction c. Stock an item only when customer waiting time is less with respect to total delivery time, and vice versa	CO2, CO3, CO4, CO5
4	Distribution Network Design a. Factors affecting network design. b. Facility location and location - allocation models c. Basics of warehousing and concept of 5S	CO2, CO3, CO4, CO5
5	Sourcing / Procurement – Basics and Scenarios a. Fundamentals and Sourcing process b. Understanding and Business requirement c. Supplier Preferencing	CO2, CO3, CO4, CO5
6	Manufacturing a. Basics of Manufacturing b. Basics of Production Planning c. Application of Little's Law d. Japanese best manufacturing practices – Lean, TQM, Kaizen, SMED, Poka yoke, Heijunka etc.	CO2, CO3, CO4, CO5
7	Delivery in Supply Chain Management a. Transportation Models b. Last Mile Delivery c. Reverse Supply Chain	CO2, CO3, CO4, CO5
8	a Sustainability in Supply Chain Management Basics: Reducing carbon Footprint, Water consumption	CO2, CO3, CO4, CO5

	b Supply chain Risk management – Introduction c Managerial aspects of recent trends in Supply Chain – Agile Supply Chain, Control Tower, Digital Twin, Machine Learning (ML), Artificial Intelligence (AI), Data analytics (mainly supply chain Dashboard data interpretation and their application in the business growth)	
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Text Books / Reference Books:

1. Michael Huges,(2003), ‘Essentials of Supply Chain Management’, John Wiley & Sons.
2. Bruce Robinson, (2016), ‘Essentials of Supply Chain Management’, Wilford Press.
3. David Simchi-Levi,(2007), ‘Designing and Managing the Supply Chain’, McGraw-Hill Education.
4. Rahul Altekar(2005), Supply Chain Management: Concepts and Cases, PHI Learning Pvt Ltd,
5. Chopra, Meindl and Kalra, (2016), “Supply Chain Management”, Pearson

Recommended Case(s) to be used in the Subject:

- 1.
- 2.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

MKT 201 : MARKETING APPLICATION & STRATEGY

Title of the Subject	Marketing Applications and Strategy
Subject Code	MKT 201
No. of Credits	1.5
No. of Hours	16 hours
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	Marketing Management-Basics
Trimester/Semester	II

Description of the Subject:

Marketing Strategy as a subject helps the students of this program draw upon their knowledge and learning's & integrate what they have learned in the earlier courses which includes not just Marketing but other relevant subjects, too, towards making strategic decisions. This course will help students get an opportunity to apply their learning's towards making business decisions, keeping in mind the real-life situations.

Course Learning Objectives (CLOs):

1	To sharpen and enhance students' skills and abilities in understanding organizations' relation with its business environment, comprising customers, competitors, and other external forces, & assessing market opportunities in the context of its strengths and weaknesses
2	Students should be able to design effective marketing strategies to maximize organization's chances of surviving and, thriving in today's markets.
3	The course introduces students across specializations to the application aspects of marketing management and its relevance in an organization.
4	To assess opportunities in the marketplace and device marketing plans
5	To equip students with the theoretical and practical knowledge to understand participate in marketing decision making.

Course Outcomes (CO):

Course Outcome Number	Course Outcome
MKT201.01	Create and design marketing plans based on thorough applications of different marketing tools.
MKT201.02	Analyse and effectively communicate solutions to marketing problems.
MKT201.03	Developing appropriate Strategies for a defined problem in the chosen market using various concepts & models viz STDP, 7Ps.
MKT201.04	Select potential opportunities available in the environment and create strategic marketing plans to make the most of such situations.
MKT201.05	Apply marketing concepts with real life situations and find solutions to specific industry issues.

Mapping of Course Outcomes (CO) to the AOL goals:

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
Marketing Applications and Strategy	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3	3		2	
CO2			3	3	2	
CO3			3		2	
CO4			3	3		
CO5		3	3	3		

Course Contents

No	Topics to be Covered	CO's mapped to the topic.
1	Understanding Strategy tools- their importance and role in formulating Marketing Strategies viz Environmental Scanning, SWOT Analysis, Porter Five Force model, PLC, BCG, GE, Igor Ansoff Growth strategy models Sustainable Competitive advantage – Porter Generic strategies	CO1 & CO2
2	Marketing strategies – STDP strategies Understanding customer value, satisfaction and Loyalty Understanding customer lifetime value	CO2 & CO3
3	Market situation strategy - Leaders, challengers, followers, niche players.	CO1 & CO2 & CO3
4	a) New product strategies – Innovation, Market entry, Product line extension Branding Strategies' Brand Extension & Line Extension strategies.	CO1 & CO2
5	Pricing strategies, Understanding Price Points	CO1, CO2 & CO3
6	Distribution strategy – Designing channel systems – Click vs Brick-n-mortar, Managing multichannel systems, Omni Channel	CO2
7	Communication strategy – Role of IMC, Managing communication mix , Digital & Social media marketing strategies Advertising and sales promotion strategies – campaigns	CO2, CO4, CO5
8	Brand building – FMCG, Consumer durables & Services. Preparation of Marketing & Business Plans	CO2, CO3, CO4, CO5

Text Books / Reference Books / Websites / Videos:

1. Aaker, D. A. (2014). *Strategic market management*. Hoboken, NJ: Wiley.
2. Cravens, D. W., & Piercy, N. (2013). *Strategic marketing*. New York: McGraw-Hill.
3. Hawkins, D. I., Coney, K. A., & Best, R. J. (2004). *Consumer behavior building marketing strategy*. Boston: McGraw-Hill/Irwin.
4. Howard, J. A. (1989). *Consumer Behavior in Marketing Strategy*. Englewood Cliffs: Prentice Hall.
5. Kotler, P. (2018). *Marketing management: an Asian perspective*. Harlow, England: Pearson.
6. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2013). *Marketing management: (15th ed.)*. New Delhi: Pearson Education

7. Lamb, C. W., Hair, J. F., & McDaniel, C. D. (2012). *Essentials of marketing*. Mason, OH: South-Western Cengage Learning.
8. Loudon, D. L., & J., D. B. A. (2010). *Consumer behavior: concepts & applications*. Singapore: McGraw-Hill.
9. Panda, T. K. (2008). *Marketing management: text and cases: Indian context*. Delhi: Excel.
10. Perreault, W. D., McCarthy, E. J., & Parkinson, S. (2006). *Basic marketing (15th ed.)*. New Delhi: Tata McGraw-Hill.
11. Ramaswamy, V. S., & Namakumari, S. (2009). *Marketing management: Global Perspective Indian Context (4th ed.)*. New Delhi: Macmillan
12. Sahney, S. (2017). *Consumer behaviour*. New Delhi: Oxford University Press.
13. Saxena, R. (2010). *Marketing management*. New Delhi: Tata McGraw Hill.
14. Schiffman, L. G., & Wisenblit, J. (2019). *Consumer behavior*. New York, NY: Pearson.
15. Schnaars, S. P. (1998). *Marketing strategy: customers and competition*. New York: Free Press.
16. Walker, O. C., Boyd, H. W., & Larréché Jean Claude. (1999). *Marketing strategy: planning and implementation*. Boston: Irwin/McGraw-Hill.
17. West, D. C., Ford, J., & Ibrahim, E. (2015). *Strategic marketing: Creating competitive advantage*. Oxford: Oxford University Press.
18. Zikmund, W. G., DAmico, M., & Browne, P. (2008). *Effective marketing*. Toronto: Nelson Education.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40
End Term Evaluation	60

MKT 202: CONSUMER BEHAVIOUR

Title of the Subject	Consumer Behaviour
Subject Code	MKT 202
No. of Credits	1.5
No. of Hours	16 Hours
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	Marketing Management Basics
Trimester/Semester	II

Description of the Subject:

The study of consumer buying behaviour is pivotal in devising successful marketing strategies. The study deals with cognitive, affective and conative aspects of the behaviour. It addresses some of the important questions in marketing decisions such as why, what, how, where and when consumers buy. Moreover, the course delves deeper into the theoretical aspects of psychological and sociological constructs of the consumers' buying behaviour. Hence, the course is imperative to construct effective marketing strategies in the current dynamic world.

Course Learning Objectives (CLOs):

1	To make students understand and appreciate the role, scope and importance of consumer behaviour in crafting STDP and marketing mix of a brand.
2	To explain the psychological processes determining the consumer behaviour namely, attitude, perception, learning, motivation, personality and involvement, and discuss their practical implications
3	To illustrate the effect of various social factors such as class, status, groups and cultural factors on consumer decision process
4	To illustrate consumer decision process and the underlying theoretical models
5	To design effective marketing strategies based on consumer insights thereby driving positive disposition towards brand's offering

Course Outcomes (CO):

Course Outcome Number	Course Outcome
MKT202.01	Understand the significance of consumer behavior and its relation in marketing strategies -STDP and 4Ps
MKT202.02	Apply the knowledge of the psychological processes in marketing decisions
MKT202.03	Examine the role of social factors and cultural factors on consumer decision process using Black Box Model
MKT202.04	Interpret the various theoretical models of consumer decision making in appropriate marketing environment
MKT202.05	Construct marketing programs based on the consumer insights

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
Consumer Behaviour	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	3		
CO2		2	3	3	2	2
CO3			3	3		2
CO4		2	3	3		
CO5		2	3	3	2	2

Course Contents:

No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	Meaning, role, scope and significance consumer behaviour Implications with respect to STDP and Marketing mix Role and methods of conducting consumer research	CO1
2	Psychological factors influencing consumer behaviour: Perception, Elements of Perceptual process, Gestalt principles, subliminal perception, perceptual mapping	CO2, CO5
3	Attitude: Meaning, characteristics, Structural models of attitude – Tri-component, Multi-attribute model; strategies of changing attitude- Elaboration of Likelihood Model	CO2, CO5

4	Psychological factors influencing consumer behaviour: Learning & Memory: Meaning, types of learning – classical conditioning, operant conditioning, memory structure -Long term and short-term memory Motivation & involvement – buying motives, implication of Maslow's need hierarchy theory Personality, Self-image & Lifestyle: meaning, theories and influence on consumer behaviour	CO2, CO5
5	Social and cultural aspects of consumers: Values, religion, culture, sub-culture, reference groups, family decision making, social class and their implications	CO3, CO5
6	Consumer behaviour and communication in the age of social media	CO2, CO3, CO5
7	Consumer decision process: problem recognition, information search, alternative evaluation, purchase and post purchase behaviour	CO4, CO5
8	Models of Consumer behaviour: Pavlovian Model, Economic Model, Sociological, Nicosia Model, Schiffman-Kanuk's Model, Input-Output-Process model, Howard-Sheth Model, The Engel-Kollat- Blackwell Model	CO4, CO5

Reference Texts/Books/Websites/etc:

The APA format can be used to list out the texts/books/readings/etc

Textbooks:

1. Schiffman, L., Leslie Lazar Kanuk, S. Ramesh Kumar (2016). Consumer Behavior (11th Edition). Pearson Education.
2. Sahney, S. (2017). Consumer Behaviour. Oxford University Press. New Delhi. India.
3. Schiffman, L., Wisenblit, J. & S. Ramesh Kumar (2018). Consumer Behavior (11th Edition). Pearson Education
4. Solomon, M. R., Polegato, R., & Zaichkowsky, J. L. (2011). Consumer behaviour: Buying, having, and being. Toronto: Pearson Prentice Hall
5. Hawkins, D. I., & Mothersbaugh, D. L. (2010). Consumer behavior: Building marketing strategy. Boston: McGraw-Hill Irwin.
6. Majumdar, R. (2010). Consumer Behaviour. Insights from Indian Market. PHI Learning Private Ltd. New Delhi

Recommended Reading:

1. Any time and every time can be a chocolate time - Reference - Sahney S. (2017)
2. Indian Consumers: Shopaholics by chance, Dealaholics by Choice? (IBS Case Development Centre)
3. HBS Working knowledge series

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40
End Term Evaluation	60

LIST OF SUBJECTS, CODES, CREDITS AND HOURS - TRIMESTER 3

Sr. No.	Subject Code	Subject Title	Credits	Hours
1	GM 301	Global Citizen Leader - II	1.5	16
2	QTA 302	Business Analytics	3	30
3	GM 302	Business Environment and Strategy	3	30
4	BFSI101	Basics of Banking Financial Services and Insurance	1.5	16
5	FIN 302	Business Taxation	1.5	16
6	FIN 301	Fundamentals of Financial Management	3	30
7	MKT 301	Selling and Negotiations Skills	1.5	16
8	HR 301	Human Resource Development and Human Capital Management	3	30
9	OPN 301	Project Management	1.5	16
10	MKT 302	Pricing in Marketing	1.5	16
	Yoga 03	Yoga		
		Total	22.5	232

GM 301:GLOBAL CITIZEN LEADER

Title of the subject	Global Citizen Leader – II
Subject Code	GM301
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	
Trimester/Semester	III

Description of the subject:

This course is broken into 4 parts (i) leading self (ii) collaborate (iii) innovate & (iv) social impact through action, which will eventually help students to build capability to lead themselves, work effectively with others, enact creative & conscientious change.

Course Learning Objectives (CLOs):

1	Create self & socially aware individuals who are able to work courageously & collaboratively, to take on boundary spanning challenges.
2	To explain GCL individuals who can transform organizations while transforming themselves.
3	To create continual & agile learners who are able to step into new environments & empathize from multiple perspectives.
4	To create Globally aware citizens who seek to transform the world to a positive & collaborative mindset & are not confined by local paradigms when developing solutions
5	To develop prototype of feasible solutions using technology as the enabler.

Course Outcomes(COs)

GM301.01	Students should infer, interpret and relate to what a Global Citizen Leader is.viz. a Self & socially aware individual able to work courageously & collaboratively.
GM301.02	Identify boundary spanning challenges, and make use of tools to plan activities, to take on such challenges
GM301.03	Through building relationships with team members arrive at a conclusion on how to transform organizations while transforming themselves
GM301.04	Based on critical comparison of different criteria develop competencies of a Global Citizen Leader
GM301.05	Adapt to the role of a Global Citizen Leader

Mapping of Course Outcomes(COs) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Global Citizen Leader – II	PO1	PO2	PO3	PO4	PO5	PO6
CO1	3	2	3	3	2	2
CO2	3	2	3	3	2	2
CO3	3	2	3	3	2	2
CO4	3	2	3	3	2	2
CO5	3	2	3	3	2	2

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1.	Social Identity Map, Mental Models, Emotional Intelligence, Mindfulness, Introduction, Empathy in action, Life Journey mapping & Market Observations	CO1, CO2
2.	Learning curve, Growth mindset, Hero's journey and Visioning What is Innovation and Design thinking Stake holder map, Sense making / Opportunity analysis (based on previous evening market observations) Team Charter	CO1, CO2
3.	Weekly two hrs interaction with mentoring faculty on Projects leading to Phase 1 "team building & project scoping" Phase 2 "inspiration gathering & research" Phase 3 "opportunity analysis" Phase 4 "refining opportunity spaces & presentation"	CO1, CO2
4.	Innovation & Leadership characteristics	CO1, CO2
5.	Storytelling, Pitching	CO1, CO2
6.	Direction – Alignment – Commitment	CO1, CO2
7.	Fist to Five, Situation –Behaviour - Impact	CO1, CO2
8.	360-degree feedback	CO1, CO2, CO3, CO4, CO5

9.	Design thinking – green vs yellow vs red light, Thinking Brainstorming & Prototyping	CO1, CO2, CO3, CO4, CO5
10.	After Action Review	CO1, CO2, CO3, CO4, CO5
11.	Hero's Journey	CO1, CO2
12.	Group Presentations	CO1, CO2, CO3, CO4, CO5
13.	Group Presentations	CO1, CO2, CO3, CO4, CO5
14.	Group Presentations	CO1, CO2, CO3, CO4, CO5
15.	Group Presentations	CO1, CO2, CO3, CO4, CO5

Reference Texts/Books/Websites/etc:(Recommended APA style of referencing)

- 4) GCL Workbook.
- 5) Online Sessions
- 6) Handout

Recommended Case(s) to be used in the Subject:

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation - Continuous weekly interaction with faculty mentors	60
End Term Evaluation - Presentations	40

QTA 302 : BUSINESS ANALYTICS

Title of the subject	Business Analytics
Subject Code	QTA302
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	
Trimester/Semester	III

Description of the subject:

The course explores the concepts of prescriptive analytics by implementing the linear programming techniques to arrive at a decision making at the managerial level. The course also gives hands on experience with various forecasting techniques using Microsoft excel solver.

Course Learning Objectives (CLOs):

1	Know meaning of Linear Programming (LP), graphical and simplex methods to solve LP problem.
2	Develop LP model and know how to use Excel Solver to get the solution
3	Know applications of LP in Supply chain, Logistics, Production planning, Human resource, Sales, Finance
4	Do sensitivity analysis and understand its use
5	Know frequently used methods of time series forecasting viz. Moving Average and Exponential Smoothing

Course Outcomes(COs)

QTA302.01	To examine method of solving linear equations
QTA302.02	To demonstrate the ability of constructing a Linear Programing model based on business problem.
QTA302.03	To solve different Linear Programming models by using Excel Solver
QTA302.04	To analyze the results of Linear Programing models
QTA302.05	To interpret outcome of sensitivity analysis
QTA302.06	To recommend final solution

Mapping of Course Outcomes(COs)to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Business Analytics	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3			
CO2		2	3			
CO3			3			
CO4			3	2		
CO5			3	2		
CO6			3	2		

Detailed Contents

Sr. No.	Content	CO's mapped to the topic.
1	History of the Operations Research subject, Formulation of Linear programming example: Decision variables, Objective function and constraints. Meaning of Linearity.	CO2
2	Solving Linear Programming problem using graphical method	CO1
3	Sensitivity analysis: Sensitivity of coefficients in objective function, RHS of the constraints, coefficients in constraints	CO 5
4	Balanced transportation problem: MODI and VAM method	CO 2
5	Unbalanced transportation problem: MODI and VAM method	CO 2
6	Internal test	CO 1 to 4, 6
7	Balanced and unbalanced Assignment problem – Hungarian method	CO 2
8	Optimization Model building and use of solver	CO 2 to 4, 6
9	Introduction to aggregate planning and portfolio management	CO 3, 4
10	Business forecasting –Moving Average, Exponential smoothing	CO 2, 3

(Note: All sessions will be conducted using Excel and Frontline Systems Solvers)

Reference Texts/Books/Websites/etc:(Recommended APA style of referencing)

- 1) Operations Research Theory and applications - J K Sharma (4th edition, Macmillan)

- 2) Quantitative Techniques in Management - N D Vora (3rd edition, Tata McGraw Hill)
- 3) Introduction to Management Science with Spreadsheet – William J Stevenson,
- 4) CeyhunOzgur (8th Reprint) (Tata McGraw Hill Education Pvt Ltd)
- 5) Introduction to Management Science – Fredrick S Hillier, Mark S Hillier (2nd edition) (Mc Graw Hill Publication)
- 6) Operations Research – Applications and Algorithms - Wayne Winston (4th edition)(Thomson Publising)
- 7) Quantitative Analysis for Management – Render, Stair, Hanna (8th edition, Prentice Hall India)
- 8) Production & Operations Management -K. Aswathappa& K. Shridhara

Assessment Method :

	Weightage (%)
Continuous Evaluation	40
End Term	60

GM 302 : BUSINESS ENVIRONMENT AND STRATEGY

Title of the subject	Business Environment and Strategy
Subject Code	GM 302
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	--
Trimester/Semester	III

Description of the subject:

This subject examines a range of issues that affect businesses including international trade agreements, climate change etc. It also introduces students to a number of concepts and models to analyse corporate strategy

Course Learning Objectives (CLOs):

1	To enable the students to comprehend the local and global economic environment surrounding business
2	To analyse the factors and parameters determining the status of business and industry

3	To integrate the role of Economic and Industrial Policies affecting industry and business
4	To apply the concepts like game theory to understand price wars, and Porter's five forces model for industry analysis

Course Outcomes(COs)

GM302.01	Students can understand contemporary and critical issues related to business environment and strategy.
GM302.02	Students can analyze corporate strategy using concepts from game theory, core competence etc.
GM302.03	Students can develop an industry analysis using the Porter model.
GM302.04	Students can relate the status of businesses with the issues of sustainability and climate change.
GM302.05	Students can assess the global environment and global institutions and their implications for business by comparing the relevant data of various countries on similar parameters.

Mapping of Course Outcomes(COs)to the AOL goals (3-2-1):

AOL Goal/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Business Environment and Strategy	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3	2	2	
CO2			3	2	2	
CO3			3	2	2	
CO4			3	2	3	
CO5			3	2	3	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped
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		to the Topic
1	Introduction to business environment. SWOT analysis and environment scanning	CO1
2	Environmental issues and business. Sustainable development. Impact of environmental regulation.	CO1, CO4
3	Climate change: business opportunities and threats....Role of Govt Policies...CSR...SDG-Framework of UN	CO1, CO4
4	Globalisation and impact on business. Role of global value chains...India as Investment Destination – Achievements, Policies and Prospects	CO1, CO5
5	GATT, WTO and international trade agreements...Their impact on India's Trade...RCEP / RTAs.....	CO1,CO5
6	Competition policy. Competition Commission of India Recent Case-studies...Implications for India's Business and Industry....	CO1
7	a. Introduction to game theory b. Solution concept: dominant strategy equilibrium c. Solution concept: Nash equilibrium	CO2
8	a. Prisoner's dilemma and price wars b. Real-world price wars and lessons for strategy b. Sequential games and application to entry deterrence	CO2
9	a. Porter five forces model b. Generic strategies of Porter: cost leadership and differentiation b. Critique of Porter model	CO3
10	a. Co-opetition b. Value net and added value c. Real world example of co-opetition and strategy analysis	CO2
11	Core Competence, Examples	CO2
12	Blue Ocean Strategy, Examples	CO2
13	Project presentations	CO2,CO3

Reference Texts/Books/Websites/etc:

1. Besanko, D., Dranove, D., & Shanley, M. (2007) Economics of Strategy, New York: John Wiley.
2. Porter, M. E. (1980). Competitive strategy: Techniques for analyzing industries and competitors. New York: Free Press.
3. Brandenburger, A., & Nalebuff, B. (1996) Co-opetition New York: Doubleday.
4. Chan Kim, W. and Mauborgne, Renée (2004), Blue Ocean Strategy, Harvard Business Review Press.
5. John D Daniels et al. 2013. Business Environment: Text and Cases (22nd edition).

Recommended Case(s) to be used in the Subject:

- 1.
- 2.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40 %
End Term Evaluation	60 %

BFSI101 : BASICS OF BANKING, FINANCIAL SERVICES & INSURANCE

Title of the subject	Basics of Banking, Financial Services & Insurance
Subject Code	BFSI101
No. of Credits	1.5 credits
No. of Hours	16 hours
No. of Sessions	8
Marks	50 marks
Pre-requisite Subject(s), if any	
Trimester/Semester	Trimester III

Description of the subject:

This course aims to provide an understanding of the BFSI sector. It intends to familiarize students with various financial instruments as well as functions of participants in the BFSI sector.

Course Learning Objectives (CLOs):

1	To give an overview of Indian financial markets, BFSI sector & its key players and their role in the economy
2	To equip the students with knowledge of financial instruments, bond markets and foreign exchange markets
3	To introduce students to essential aspects of financial statements of banks and NBFCs

Course Outcomes(COs)

BFSI101.01	Explain the role of the Banking, Financial Services and Insurance sector in the economy
BFSI101.02	Analyze financial statements of banks and NBFCs
BFSI101.03	Explain the features and utility of banking and financial services, products and instruments
BFSI101.04	Explain derivatives and their application in risk management.

Mapping of Course Outcomes(COs)to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Basics of Banking, Financial Services & Insurance	PO1	PO2	PO3	PO4	PO5	PO6
CO1			2			
CO2			2	2		
CO3			2			
CO4			2			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction Financial markets, intermediaries in the BFSI sector and their role	CO1

	Understanding the banking, financial services and insurance sectors: history, growth, current position and challenges. Types of financial markets, products and their characteristics, who are the various intermediaries and the role they play	
2	Retail vs wholesale banking What is retail and wholesale banking, role in product offering of banks, composition of business, retail and wholesale banking products and services	CO3
3	Financial instruments of money & capital markets. Interest rates, yield curve and bond markets Determinants of interest rates, how to estimate future interest rates from the yield curve. How bonds are valued and calculation of yield to maturity and yield to call.	CO3
4	Bank and NBFC financial statements Understanding the components of these statements. Financial ratios used to evaluate bank performance.	CO2
5	Forex markets Determinants of forex rates. Calculation of cross rates and forward rates.	CO3
6	Derivatives - forwards, futures, options, swaps Understanding different types of derivatives, their differences and payoffs. How derivatives can be used to mitigate risk.	CO4

Reference Texts/Books/Websites/etc:

1. Mishkin, F.S.; Eakins, S. G.; Jayakumar, Tulsi; Pattnaik, R.K. Financial Markets and Institutions.
Pearson (FMI)
2. Bhattacharyya, Sujatra. Indian Financial System. Oxford (SB)
3. Brigham & Houston. Fundamentals of Financial Management. Cengage (B&H)
4. Mohan, Rakesh and Ray, Partha. IMF working paper Indian Financial system structure trends and turns
5. Speech by Mr K C Chakrabarty on Retail Banking dated Oct 2, 2013
6. Article on Retail banking Forbes Magazine dated 5th July 2018 and the related YouTube video
7. SWIFT BCG Report on Corporate Banking in India: A call for Action dated May 2018
8. Dun & Bradstreet (D&B). Foreign Exchange Markets.
9. Khan, M. Y. Indian Financial System. Tata McGraw Hill (MYK)
10. IBEF Report on Financial Services- October 2020
11. IBEF Report on Banking- October 2020
12. IBEF Report on Insurance - October 2020

Recommended Case(s) to be used in the Subject:

- 1.
- 2.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40%
End Term Evaluation	60%

FIN 302 : BUSINESS TAXATION

Title of the subject	Business Taxation
Subject Code	FIN 302
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any.	NIL
Trimester/Semester	III

Description of the Subject:

Business taxation refers to the taxes; every business must pay as a normal part of business operations, which includes sole proprietorship, partnership, limited liability partnership, a private company, a public limited company or a corporation.

Course Learning Objective:

1	The course aims to inculcate the spirit of understanding the rationale for the scheme of the law which includes Indian Income tax Act of 1961, Goods and Services Act of 2017 applicable to the legal entities doing business in India and abroad.
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Course Outcomes (CO's):

CO	Course Outcome Statement
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FIN302.01	Understand different heads of income.
FIN302.02	Understand deductions available therein under different heads of income.
FIN302.03	Understand principles governing the Tax Laws & procedures applicable to each of them.
FIN302.04	Apply the above to a tax problem.
FIN302.05	Imagine the big picture behind the levy DirectTax and Goods and Services Tax, to appreciate the rationale for the collection of applicable levies.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goals/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Business Taxation	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	-	3	2	2	-
CO2	-	-	3	2	2	-
CO3	-	-	3	2	2	-
CO4	-		3	2	2	-
CO5	-	2	3	2	2	-

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to fundamentals of Indian Income Tax of 1961: Inclusion, its applicability, overview of different heads of income, applicable sections, applicable deductions, exemptions etc.	CO1,2
2	Tax Planning Concepts and principles: Meaning, Rationale, concepts and principles.	CO1,2
3	Income under the head “Business or Profession”. (Section 28): Meaning, its applicability, items of expenditure which are to be	CO3

	allowed as deductions while computing business income, Business profits –: Sections 30, 31, 35, 35D, 36, 37, Etc.	
4	The concept of Depreciation under Income Tax Act: its applicability, methods, applicable rates etc.	CO3,4
5	The disallowances under Income Tax Act -Sections 40, 40A(2),40A(3), Practical Examples including Case Laws.	CO2,3,4
6	Fundamentals of Goods & Services Tax (GST), Principles, Procedures, structure etc.	CO5

Reference Texts/Books/Websites/etc:

1	Bare Text of Direct Tax Laws- Taxmann Publications- applicable for the year
2	Government Notifications, Rules, Circulars, Clarifications- applicable for the year.
3	Students guide to Income Tax including GST – Dr. Singhania Vinod – applicable for the year- Taxmann.
4	Goods and Services Tax (GST) Sisodia Pushpendra – 3rd edition – Bharat Law House.

Recommended Case(s) to be used in the Subject: Nil

Assessment Method:

Evaluation	% of Marks assigned
Continuous Evaluation	40%
End Term	60%

FIN 301 : FUNDAMENTALS OF FINANCIAL MANAGEMENT

Title of the subject	Fundamentals of Financial Management
Subject Code	FIN 301
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100

Pre-requisite Subject(s), if any.	Nil
Trimester/Semester	III

Description of the Subject:

Financial Management is the study of the judicious use of financial resources with a view to maximising the value of the firm, thereby maximizing the shareholder's value.

Course Learning Objectives:

1	To introduce students to the fundamentals of financial management.
2	To help students to understand various financial concepts that help in creating value for a company and its shareholders.
3	To help students understand the role of a finance manager in effective sourcing and judicious utilization of the financial resources for the organization.

Course Outcomes (CO's):

CO	Course Outcome Statement
FIN301.01	Analyse financial statements using financial ratios.
FIN301.02	Construct projected financial statements for forecasting long-term financial needs
FIN301.03	Apply the concept of time values of money in making investment decisions.
FIN301.04	Apply risk, and return concepts and valuation techniques to stocks and corporate valuation.
FIN301.05	Determine the cost of debt, cost of equity and the cost of capital.
FIN301.06	Discuss the role of working capital management, its components, key strategies and techniques in managing liquidity.
FIN301.07	Evaluate the major sources of short-term and long-term financing available to the firm.
FIN301.08	Apply capital budgeting techniques like Discounted payback, NPV, IRR including real options in investment decisions.
FIN301.09	Discuss the factors influencing dividend policy.

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goals/ CO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Fundamentals of Financial Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	-	-	3	2	-	-
CO2	-	-	3	2	-	-
CO3	-	-	3	2	-	-
CO4	-	-	3	2	-	-
CO5	-	-	3	2	-	-
CO6	-	-	3	2	-	-
CO7	-	-	3	2	-	-
CO8	-	-	3	2	-	-
CO9	-	-	3	2	-	-

Detailed Contents:

Sr.No	Content	CO's mapped to the topic
1	Objective of Financial Management : What is Finance?, What is Financial Management?, Forms of business organizations, Financial performance appraisal using ratios, Free cash flow, MVA and EVA, Integrated case	CO1
2	Time Value of Money- using excel : Future values, Present Values, Finding the interest rates, Finding the number of years, Annuities, ordinary annuity and annuity due, Present value of an ordinary annuity, Finding annuity payments, number of periods, interest rates, Uneven cash flows, Future value of an uneven cash flow, Semiannual and other compounding periods, Comparing interest rates, fractional time periods, Amortized loans	CO3
3	Stocks and their valuation- Concept of stock's market price and its intrinsic value, estimation of stock's intrinsic value using discounted dividend model and corporate valuation model, features and valuation of preferred stock.	CO4

4	Cost of capital : Cost of debt, Cost of preferred stock, Cost of retained earnings-The CAPM approach, Bond yield plus risk premium approach, dividend yield plus, Growth rate or discounted cash flow (DCF) approach, Cost of new common stock- with flotation costs, Composite or Weightage average cost of capital-WACC, Factors that affect WACC, Adjusting the cost of capital for risk	CO5
5	The Basics of Capital Budgeting- using excel : NPV, IRR, MIRR, NPV Profiles, Payback Period, Discounted Payback Period.	CO8
6	Cash flow estimation and risk analysis : Concept of Cash Flow, Different scenarios- expansion, Replacement, Measuring risks.	CO8
7	Real options and other topics in capital budgeting : Introduction to real options, Growth, abandonment, shutdown options, Investment timings options	CO8
8	Sources of finance : Short term- long term, Domestic-Foreign, Equity-Mixed,	CO7
9	Working capital management : Concept, The Cash Conversion Cycle, Cash Management - The Cash Budget, Inventory management, Account receivables management, Accounts payable, Working capital financing	CO6
10	Financial forecasting- using excel : The AFN equation, Forecasted financial statements, Integrated case	CO2
11	Capital structure & dividend policy	CO9

Reference Texts/Books/Websites/etc:

1	Brigham & Houston-(2013)-Fundamentals of Financial Management-13th edition— Cengage Learning
2	Khan & Jain -Financial Management Text, Problems & Cases 6th Edition -Tata McGraw Hill
3	Prasanna Chandra -Financial Management, Theory and Practice 8th edition- Tata McGraw Hill.
4	I M Pandey(2015)-Financial Management,11th edition — Vikas Publishing House

Recommended Case(s) to be used in the Subject: Nil

Assessment Method:

Evaluation	% of Marks assigned
Continuous Evaluation	40%
End Term	60%

MKT 301: SELLING & NEGOTIATION SKILLS

Title of the Subject	Selling & Negotiation Skills
Subject Code	MKT 301
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	Marketing Management- Basics
Trimester/Semester	III

Description of the Subject:

Through this subject our endeavor is to imbibe in the students, critical sales competencies that drive buying decision. The students will also be taught how to boost individual and organizational productivity through effective sales lead management. The students will be sensitized to practical steps in the negotiating process to get a yes in all their endeavors.

Course Learning Objectives (CLOs):

1	Students should be able to define the stages and elements of an effective selling and negotiation process.
2	Familiarize students with various types of selling and negotiation techniques.
3	Students to appreciate, understand and develop various soft skills that impact an individual 's behaviour and organizational performance, in areas involving selling and negotiations.
4	Understand different styles & concepts of negotiation and how they can negotiate constructively with colleagues, suppliers and customers
5	Prepare students to engage in Consultative relationships & selling with their customers, solve customer problems not just products / services& also be able to prepare an effective & professional Sales Kit.

Course Outcomes (CO):

Course Outcome Number	Course Outcome
MKT301.01	Apply types of selling skills for advocacy and consultative selling.
MKT301.02	Analyse the instruments of negotiation strategy & tactics, effectively.
MKT301.03	Determine appropriate concepts viz. ZOPA & BATNA for negotiation scenarios
MKT301.04	Interpret the difference between advocacy and consultative selling, appropriate to a selling situation.
MKT301.05	Analyse the difference between industrial and consumer selling appropriate to the customer profile.

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
Selling & Negotiation Skills	PO1	PO2	PO3	PO4	PO5	PO6
CO1		3	3	3		2
CO2		3	3	3		2
CO3		3	3	3		
CO4		3	3	3		
CO5		3	3	3		

Course Contents:

No	Topics to be Covered	CO's mapped to the topic.
1	Overview of Selling: Nature & Role of Selling, Importance of selling, role in the context of organization – Survival & Growth. Strategic Selling, Conceptual Selling Skills	CO1
2	Types of Selling, Selling Skills- Body Language & Personal Selling, Selling to customers, Selling to Superiors, Selling to peer groups, team mates & subordinates	CO1 & CO2
3	Six Steps in Selling and sales presentation skills / contents	CO2 & CO3
4	Virtual Selling: What is Virtual Selling, Key Elements of Virtual Selling, Virtual Selling Best practices, Strategy, Skills, Training, Virtual Selling B2B & B2C Selling, Sales Benchmark Index, building a high performing Virtual Selling Channel, create a Guide for Virtual Selling, Create a video for product/sales pitch	CO2 & CO3
5	Types of Negotiation, Concepts and skills	CO3 & CO4
6	Negotiation Strategies	CO2 & CO3
7	b) Application of ZOPA (zones of possible agreements) & BATNA (best alternative to a negotiated agreement)	CO4 & CO5
8	Different methods of dealing with conflict	CO4 & CO5

Reference Texts/Books/Websites/etc:

The APA format can be used to list out the texts/books/readings/etc

Textbooks:

- 7) Still, R. R., Cundiff, E. W., & Govoni, N. A. (1976). Sales management: Decisions, policies and cases. Englewood Cliffs: Prentice-Hall.
- 8) Stanton, W. J., & Spiro, R. (1999). Management of a sales force. Roseville, NSW: McGraw-Hill.
- 9) Fisher Roger & Ury William(2012). Getting to Yes. Negotiating an agreement without giving in. Random house Publication.
- 10) Jobber David, Lancaster Geoffrey(2018):. Selling& Sales Management, Pearson Publication, 10th Edition.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40
End Term Evaluation	60

MKT 302 : PRICING IN MARKETING

Title of the Subject	Pricing in Marketing
Subject Code	MKT 302
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50
Pre-requisite Subject(s), if any	Marketing Management – Basics, Cost Accounting, Managerial Economics
Trimester/Semester	II

Description of the Subject:

Pricing is not a choice an organization can make; every company has to price its products and services - even commodity producers and firms that operate in a regulated and price-controlled environment. Pricing is the only element of the marketing mix that generates revenue. The other marketing instruments typically drive cost in the process of creating customer value, which is being recaptured through effective pricing. In today's dramatically more complex and rapidly changing environment of globalized economies, unlimited consumer choice and explosive technology innovation, pricing

strategies and tactics are essential determinants of the competitive position, success and ultimately profitability of an organization.

Course Learning Objectives (CLOs):

1	Establish a foundation for effective pricing decisions
2	Prepare students to address strategic and tactical pricing issues and to identify profit-boosting changes in pricing practices across a range of professional contexts.
3	Introduce students to advanced pricing techniques that aim to create additional value, including dynamic pricing, segmented pricing, pricing structures, and promotions
4	Highlight practical applications of these approaches within a variety of industry contexts.
5	Assess various pricing techniques in context of improving profitability of an organization.

Course Outcomes (CO):

CO Level	Description
MKT302.01	Understand the concepts, theory and latest thinking on pricing strategy
MKT302.02	Understand frameworks for analysing pricing issues and pricing practices across industries
MKT302.03	Identify customer value as the basis for successful pricing and understand how dynamic customer needs can influence pricing decisions
MKT302.04	Analyse the role of costs, customer behaviour, and competition in price setting
MKT302.05	Evaluate the essential techniques for making profitable pricing decisions with strategic thinking

Mapping of Course Outcomes (CO) to the AOL goals

AOL Goal/ CO	Leadership	Innovation	Critical Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the Organization & in Society
Pricing in Marketing	PO1	PO2	PO3	PO4	PO5	PO6
CO1			3		2	
CO2			3		2	
CO3		2	3		2	
CO4			3			
CO5		2	3			

Course Contents:

No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	Introduction to Pricing – The importance of Pricing, 3 Cs of Pricing: Cost, Customer and Competition, Concept of Value in Pricing	CO1, CO2
2	Economic Value to the Customer, Communicating Value, Role of Costs in Pricing Decisions, Measuring Price Elasticity and Customer Willingness to Pay, Price Discrimination	CO1, CO2
3	Marketing and Sales objective Based Pricing – Methods of Pricing for specific Market Segments, Methods of Pricing for specific sales objectives, Price Fences,	CO3, CO4
4	Pricing Over the Product Life Cycle, New Product Pricing, Subscriptions and Customer Lifetime Value, Yield and Revenue Management	CO3
5	Promotional Pricing – Positive and Negative Effects, Designing Promotional Pricing, Popular Forms of Promotional Pricing, Discounting.	CO2, CO3
6	Pricing Psychology and Customer Behavior – True Economic Cost, Perceptual Challenges, Prospect Theory, Behavioral Economics and Pricing. Competition and Pricing – Price Wars, Reacting to Price Reductions, Price Signaling	CO2, CO3
7	Innovations in Pricing – Pay as you wish Pricing, Freemium, Name your own Price, Subscribe and Save, Performance based Pricing	CO4, CO5
8	Group Presentations	CO1, CO2, CO3, CO4, CO5

The APA format can be used to list out the texts/books/readings/etc

- a) Nagle, T. T., & Müller, G. (2018). *The strategy and tactics of pricing: a guide to growing more profitably* (6th ed.). Routledge, Taylor & Francis Group.
- b) Smith, T. J. (2017). *Pricing strategy: setting price levels, managing price discounts, & establishing price structures*. Cengage Learning.
- c) Simon, H. (2015). *Confessions of the pricing man: how price affects everything*. Springer Verlag.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40
End Term Evaluation	60

HR 301 : HUMAN RESOURCE DEVELOPMENT & HUMAN CAPITAL MANAGEMENT

Title of the subject	Human Resource Development & Human Capital Management
Subject Code	HR 301
No. of Credits	3
No. of Hours	30
No. of Sessions	15
Marks	100
Pre-requisite Subject(s), if any	Nil
Trimester	III

Description of the subject

This course encompasses the various policies, practices, and systems in HR such as Planning, Recruiting, Retention, Learning, Training and Development, Performance Management besides providing an overview of Industrial Relations and Labour laws. The course aims to sensitize learners about the social impact of HR practices and decisions. Further, it endeavours to build sensitivities towards ethical & moral issues while driving an organization's human resource development & human capital management initiatives. By way of exposure to best practices in analysis and design of work systems, HR planning, recruitment, selection, training, performance management, compensation, and employee relations, the course intends to inform students to appreciate the finer nuances of benchmarking against the best-in-class.

Course Learning Objectives (CLO):

1	To understand the policies, practices, and systems that influence employees' behaviour, attitudes, and performance.
2	To be exposed to best practices in analysis and design of work systems, HR planning, recruitment, selection, training, performance management, compensation, and employee relations
3	To be sensitive to the social and ethical considerations in implementing human resource practices

Course Outcomes (CO):

Course Outcome Number	Course Outcome
HR301.01	Understand HR processes in the organizations

HR301.02	Discover an organization's human resource development & human capital management initiatives.
HR301.03	Analyze the insights on Best HR practices.
HR301.04	Identify HR processes in the organizations
HR301.05	Appraise the employee issues with sensitivity towards social and ethical aspects in the workplace

Mapping of Course Outcomes (CO) to the AOL goals (3-2-1, where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical and Analytical Thinking	Communication	Global Perspective	Role of individual org and society
Human Resource Development & Human Capital Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1	2	3	2	2	
CO2	3	2	3	3	2	3
CO3	3	2	3	2	3	
CO4	2	3	3	2	2	2
CO5	3		2	3	2	3

Detailed contents :

Sr. No.	Content	CO(s) Mapped to the Topic
1	Human Resource Management - Introduction to Human Resource Management - Evolution from Welfare approach to current focus on Human Capital development, - Nature, scope and Functions Of HRM, - Line and Staff Aspects of HRM and Role of Line manager in HR functions, - Current Trends in managing human resources	CO1,
2	HRM in Dynamic Environment- Social, economic, regulatory, and legal environment of HRM, HRM practices in India.	CO1
3	Strategic HRM Introduction to Strategic Human Resource Management,	CO1

	• Linkages between strategy & HRM, Traditional HR versus Strategic HR, SHRM model, • Impact of SHRM practices on firm performance, • Competencies needed for a successful HR professional (Ulrich & Brockbank competency framework, 2017)	
4	Human Resource Planning: • Human Resource Planning, Need , importance and objectives of HR Planning, • Factors affecting HRP, • HRP Process	CO4
5	Methods of HR Demand and Supply Forecasting • Qualitative and Quantitative methods • Linking Organizational strategy to HR Planning.	CO2
6	Recruitment & Selection • Introduction , • Purpose & Importance of Recruitment & Selection, • Factors influencing Recruitment & Selection, • Constraints & Challenges, • Recruitment Process, • Sources of recruitment	CO2
7	Recruitment & Selection : • Selection process, • Recruitment practices in India, • Retention of employees	CO2
8	Learning ,Training & Development: • Difference between learning, education and training & development, • Need and importance of training, • Learner characteristics, • Learning Styles, • Training as a means of improving performance & productivity, • Training as an enabler to achieving organizational transformation	CO2 & CO4
9	Learning ,Training & Development: • Training process (Need assessment- Objectives and measures- Design and delivery – Evaluation (Kirkpatrick model)), • Training methods, • Barriers to effective Training, • Emerging issues in training	CO2 & CO4
10	Performance Management • Performance Appraisal, • Purposes & Objectives of Performance Assessment, • Appraisal Process,	CO2 & CO4

	• Methods of Performance Appraisal (introduction of traditional methods and modern methods in detail-assessment centre, 360 degrees performance appraisal, balance score card, MBO), • Types of Rating Errors, • Performance Feedback, • Performance management, Appraisal Vs. Management, • Performance improvement planning.	
11	HR Audit: • Introduction to HR Audit, • Scope of HR Audit, • Challenges in HR Audit, • Methodology of HR Audit, • Limitations of HR Audit.	CO2 & CO4
12	HRM in emerging workplaces: HR practices and challenges in emerging sectors like BPOs, Retail sector, IT etc.	CO3
13	Industrial relations and labour laws: • Introduction to industrial relations and labour laws, • Approaches to industrial relations (Psychological, sociological, human relations Gandhian, Marxist), • Best employer Practices. • Emerging issues in Industrial Relations	CO1 & CO5
14	Industrial relations and labour laws • Trade unions, (definition, objectives and areas of focus, recognition), • Introduction to Employers' associations, • Grievance settlement (definition and grievance settlement machinery- collective agreement, conciliation, arbitration , adjudication) • Employee Welfare • Introduction contract labour	CO 1 & CO5
15	Corporate Social Responsibility: • Value systems- past & present, • Introduction, definition and evolution of CSR, • Social responsibility vs business, • Arguments for and against social responsibility, • Positive correlation between CSR & Business success, • UN Compaq, Triple Bottom Line	CO3 & CO5

Text Books / Reference Books

1. Jyothi, P & Venkatesh, D.N. (2012). *Human Resource Management*, Oxford University Press, Second Edition
2. D'Cenzo, D, Robbins, S, Verhulst, S. (2015) *Fundamentals of Human Resource Management*. Wiley, 12th Edition.
3. Dessler, G & Varkkey, B (2011), *Human Resource Management* , Pearson, Twelfth Edition.

4. Noe, R. A; Hollenbeck, J. R; Gerhart, B & Wright, P.M. (2016) *Human Resource Management: Gaining a Competitive Advantage*. Tata McGraw-Hill, Tenth Edition
5. Snell, S. A. & Bohlander G. W. (2012) *Managing Human Resources*. Cengage Learning, Twelfth Edition.
6. Ivancevich, J.M. (2010), *Human Resource Management*. Tata McGraw-Hill, Eleventh Edition
7. Singh, B.D. (2008) *Industrial Relations: Emerging Paradigms*. Excel Books. Fifth Edition.
8. Gomez-Mejia, L. & Balkin, D. & Cardy, R. (2015) *Managing Human Resources*. Pearson, 8th Edition
9. Beardwell, J. & Thompson, A. (2017) *Human Resource Management: A Contemporary Approach*, Pearson, 8th Edition
10. Saiyadain, M. (2009) *Human Resources Management*. Tata McGraw-Hill, Delhi, 4th Edition
11. Stredwick, J (2008). *An Introduction to Human Resource Management*. Elsevier Butterworth Heinemann, Second Edition.
12. Harzing, Annewill & Pinnington, A. (2015) *International Human Resource Management*. Sage, 3rd Edition.
13. Torres-Coronas, T. (2004) *e-Human Resources Management: Managing Knowledge People* Idea Group Inc, First Edition.

Assessment Method

Evaluation	% of Marks Assigned
Continuous Evaluation	40
End Term Evaluation	60

OPN 301 : PROJECT MANAGEMENT

Title of the subject	Project Management
Subject Code	OPN 301
No. of Credits	1.5
No. of Hours	16
No. of Sessions	8
Marks	50

Pre-requisite Subject(s), if any	
Trimester/Semester	III

Description of the subject:

The professional management of projects requires a disciplined approach to defining, planning, strategizing, communicating, and controlling a project. It is assuring that the project will deliver.

Course Learning Objectives (CLOs):

1	Every project is unique, one-shot, time –limited, goal directed, major undertaking requiring varied resources. Managing projects calls for special skills & expertise which needs to be learnt and blended with hard core experience.
2	Learning this subject will enable the students to understand the nuances of Project Management and checking the progress against measurable parameters

Course Outcomes(COs)

OPN301.01	Understand project characteristics and stages of a project lifecycle..
OPN301.02	Understand the concept of scope, cost, schedule, quality, resources & risk management of the project.
OPN301.03	Identify project goals, constraints, deliverables, performance criteria, control needs, and resource requirements in consultation with stakeholders.
OPN301.04	Applying project management knowledge, processes, lifecycle and the embodied concepts, tools and techniques in order to achieve success in projects.
OPN301.05	Applying technology tools for communication, collaboration, information management, and decision support.
OPN301.06	Develop a Project Management plan from the drawing board stage to its completion.

Mapping of Course Outcomes(COs)to the AOL goals (3-2-1 , where 3 is the highest and 1 is the lowest.)

AOL Goal/ CO	Leadership	Innovation	Critical & Analytical Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society
Project Management	PO1	PO2	PO3	PO4	PO5	PO6
CO1	1		2	1		2

CO2	3		2	2		3
CO3	3		3	3		3
CO4	3		2	2		3
CO5	1		2	2		1
CO6	3		3	2		3

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Overview of project management and introduction to key concepts: project characteristics Emerging International trends	CO1
2	Project scheduling: PERT, CPM with float calculations & Gantt chart	CO1, CO2
3	Stages of a project like initiation, planning, execution, performance/monitoring, and project close. Resource Allocation – Resource estimation, allocation & Leveling. Heuristic rules & algorithms	CO1, CO2
4	CCPM (critical chain Project management): Theory of constraints (TOC) as applied to project management, basic methodology of CCPM	CO1, CO2, CO3
5	Project Monitoring and control: Assessment of current status of activity completion and updating, details and frequency of reporting, system of weighted average completion	CO1, CO2, CO3
6	Project performance evaluation: 'S' curves for project completion and cost comparison Concept of earned value, cost and schedule performance indices, estimates at completion	CO4
7	Computerized project management system: Basic essential and desirable features for Project management packages, assessing and evaluating organizational needs and matching of features, overview of different packages available, demonstration of the use packages	CO4, CO5
8	Project procurement and contract management: Project purchasing – special characteristic, material controls, codification and storage. General principles of contract – formation, standard terms, legal implications, principle of risk sharing in contracts. Risk Management Process in projects.	CO4, CO5

Reference Texts/Books/Websites/etc:

1. Gopalakrishnan, P., & Ramamoorthy, V. E. (2005). *Textbook of Project Management*. Macmillan.
2. Heldman, K., & Baca, C. (2007). *PMP-Project Management Professional Study Guide (With Cd)*. John Wiley & Sons.
3. Chandra, P. (2009). *Projects*. Tata McGraw Hill Education Private Limited.
4. Matto, P. K. (1986). *Project Appraisal: A Third World Viewpoint*. Ashgate Publishing, Limited.
5. Desai, V. (2008). *Project Management and Entrepreneurship*. Himalaya Publishing House.
6. Choudhary, S. (1988). *Project Management*. Tata McGraw Hill Publishing Company Limited.
7. PMP: Project Management Professional Exam Study Guide – Heldman, Kim; Wiley; Latest edition

Recommended Case(s) to be used in the Subject:

- 1.
- 2.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40 %
End Term Evaluation	60 %

Proposed list of subjects in Year II -TRIMESTER IV

The list of the Core and Major courses is indicated below:

Subject Title				Nature of the subject
GM 402 International Business *	GM 402 International Business *	GM 402 International Business *	GM 402 International Business *	Core
GM401 Integrative Manager - I *	GM401 Integrative Manager- I *	GM401 Integrative Manager - I *	GM401 Integrative Manager - I *	Core
GM450 Summer Internship Project*	GM450 Summer InternshipProject*	GM450 Summer Internship Project*	GM450 Summer Internship Project*	Core
Marketing	Finance	Human Resources	Operations	Choice of Specialisation
MKT 401: Product & Brand Management	FIN 401:Advanced Financial Management	HR 401: Employee Relations, Industrial Relations & Labour Laws	OPN 401: Productivity Techniques *	Major
MKT 509Digital Marketing	BFSI201: Fundamentals of Banking	HR 402: Competency Assessment, Management & Performance Management Systems	OPN 402: Production Planning & Control Systems *	Major
MKT 403: Integrated Marketing Communications	FIN 402:Mergers & Acquisitions	HR 403: Total Rewards (Compensation &Benefits)	OPN 403:Business Process Re- engineering & Improvements*	Major
			OPN 404: Operations in Services *	Major
			OPN 405: Logistics of SCM	Major
Core + Major + 2 Electives (equivalent to 6 credits)	Core + Major + 2 Electives (equivalent to 6 credits)	Core + Major + 2 Electives (equivalent to 6 credits)	Core + Major + 2 Electives (equivalent to 6 credits)	
Total Credits : 19.5	Total Credits : 19.5	Total Credits : 19.5	Total Credits : 19.5	

Proposed List of Elective Subjects – Specialization wise for Trimester IV

Area	Subject Title
Marketing	MKT 404: Services Marketing & Management
	MKT 405: B2B Marketing
	MKT 406: Brand Management – I
	MKT 415: Technology in Marketing *
	MKT516: Sustainability in Marketing *
	BFSI201: Fundamentals of Banking
	TEC 401: IT Vertical
	QTA 401: Advanced Business Analytics – I
Finance	FIN 403: Financial Risk Management
	FIN 404: Wealth Management
	FIN 405: Capital Markets Fundamentals
	FIN 406: Analysis of Financial Statements
	FIN 409: Technology for Finance, Banking and Financial Services
	TEC 401: IT- Vertical
	QTA 401: Advanced Business Analytics- I
	MKT 406: Brand Management – I
Human Resources	HR 404:HR Lab *
	HR 405:Talent Management *
	HR 406: Talent Acquisition *
	HR 407: Learning, Training and Development*
	HR 408:HR Analytics *
	TEC 401: IT- Vertical
	QTA 401: Advanced Business Analytics – I
	MKT 406: Brand Management – I
Operations	OP 409:Quantitative Techniques for Operations
	OP 410 : Enterprise Resource Planning Packages for Operations
	GM 404 : IT- Vertical
	GM 405:Advanced Business Analytics- I
	MKT 404:Services Marketing & Management
	MKT 405: B2B Marketing
	MKT 406: Brand Management- I

Legend :

- Indicates a half course = 1.5 credits and 15 hours.

Proposed list of subjects in Year II - TRIMESTER V

The list of the Core and Major courses is indicated below:

Subject Title				Nature of the subject
GM 501: Integrative Manager - II				Core
GM 502: Sustainability in Business*				Core
Marketing	Finance	Human Resources	Operations	Choice of Specialisation
MKT 501: Distribution & SCM *	FIN 501: Corporate Laws *	HR 501: Organizational Development & Change Management	OPN 501: Excellence in Manufacturing & Sustainability	Major
MKT 502: Marketing Finance *	FIN 502: Strategic Cost Management *	HR 502: Global & Strategic HRM	OPN 502: Supply Chain Risk & Performance	Major
MKT 503: Sales Management & Sales Promotion	FIN 503: Corporate Tax Planning & Fiscal Policy *	HR 503: Managerial Counselling & Process Facilitation	OPN 503: Design & New Product Development *	Major
MKT 504: Direct Marketing & CRM	FIN 504: Security Analysis and Portfolio Management		OPN 506: Operations Analytics & IOT *	Major
	FIN 505: International Finance *			
Core + Major + 2 Electives (equivalent to 6 .5 courses)	Core + Major + 2 Electives (equivalent to 6 .5 courses)	Core + Major + 2 Electives (equivalent to 6 .5 courses)	Core + Major + 2 Electives (equivalent to 6 .5 courses)	
Total Credits : 19.5	Total Credits : 19.5	Total Credits : 19.5	Total Credits : 19.5	

Proposed List of Elective Subjects – Specialization wise for Trimester V

Area	Subject Title
Marketing	MKT 505: Rural Marketing *
	MKT 506: Rural Agri Marketing Management *
	MKT 507: Retail Management
	MKT 508 : Brand Management – II
	M 510 : International Marketing
	TEC 501: IT Vertical
	QTA 501: Advanced Business Analytics – II
Finance	FIN506: Capital Markets – II
	FIN 507: Fixed Income Securities
	BFSI301: Advanced Banking
	FIN 508: Financial Modelling and Econometrics for Finance
	MKT 508: Brand Management – II
	TEC 501: IT Vertical
	QTA 501: Advanced Business Analytics – II
Human Resources	HR504: Global & National Workplace Planning & HR Audit*
	HR 505: Employer Branding *
	HR 506: HR Issues in Mergers & Acquisitions *
	HR 507: Advanced Employee Relations , Industrial Relations & Labour laws *
	HR 508: Diversity & Inclusion *
	MKT 508: Brand Management – II
	TEC 501: IT Vertical
	QTA 501: Advanced Business Analytics – II
Operations	OPN505: Quality & Reliability Management *
	OPN 504: Complex Problem Solving and Six Sigma *
	TEC 501: IT Vertical
	QTA 501: Advanced Business Analytics – II
	MKT 508: Brand Management – II

Legend :

- Indicates a half course = 1.5 credits and 15 hours.

Proposed list of subjects in Year II - TRIMESTER VI

List of subjects and credits

Sr. No.	Subject Code	Subject Title	Credits
1	GM 601	Functional Project	3
2	GM 602	Ethics & Corporate Governance	3
3	GM 603	Cross Functional Management – Capstone Course	3
		Total	9