S. P. Mandali's

Prin. L. N. Welingkar Institute of Management Development and Research (PGDM), Mumbai

Syllabus of the Post Graduate Diploma in Management - E-Business

Effective Batch: (2020-2022)

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Two Year Full-Time Course

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

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Abbreviations and Glossary of Key Terms Used

Credit: A course credit is a unit that gives weighting to the value, level or time requirements of an academic course taken at a school or other educational institution. At PGDM E-Business program follows the course credit system, the number of 'Contact Hours' in a week of a particular course determines its credit value. Typically, courses contact hours vary from 1.5 (15 Hours) to 3credits (30 Hours) i.e., 1 Credit equal to 10 hours.

Teaching and Learning Plan (TLP): A learning plan is a comprehensive, customizable, multi-day plan for instruction and assessment. Faculty members need to differentiate instruction and connect it to learning outcomes. The learning plan does that by building students' skills such as reading, listening, presentation and analytical.

Subject: In the context of this syllabus subject is the same as course.

PGDM: AICTE approved Post Graduate Diploma in Management (Specialisation in E-Business)

Prerequisite: Qualifying Entrance Test percentile with minimum 50% marks at 10th, 12th and completed Graduation. Must go through selection process of PGDM, such as Group Discussion (GD) and Personal Interview (PI).

Introduction to the Program

PGDM (Post Graduate Diploma in Management) in E-Business is a two-year full time master's level program covered in six trimesters. It is aimed at developing highly effective business management professionals with technology blend. The in-class experience includes extensive interactions between the faculties 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 programs 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.

This syllabus is designed by the Board of Studies under the broad guidelines of the Advisory Board and in keeping with global/local trends and is subject to revision. The Syllabus for the core E-Business and functional areas has been adopted from the work done by the board of studies for the respective areas viz., Marketing, Finance, Operations and HR.

Program Vision & Mission

Vision: Nurture Leaders for an era of Digital Business and Transformations.

Mission:
M1: Evolve the curriculum in tune with emerging technology trends and industry needs.
M2: Develop skills and competencies in the business domains and leading-edge technology.
M3: Nurture agile leader with ability to drive change, innovation, and transformation.

Program Objectives

Post-Graduates from the E-Business program are expected to attain or achieve the following Program Educational Objectives within a few years of graduation:

- To develop functional business knowledge and skills by providing them with a wide range of inputs and experiences from diverse business verticals and functional areas.
- To broaden the application and understanding of the students about technology by exposing them to a wide range of concepts, platforms, and solutions.
- To inculcate key attributes of Design thinking viz. Empathy, visualization, innovation, critical and integrative thinking which will enable students to solve business problems using technology-based solutions.
- To inspire intra/entrepreneurial spirit required for driving change, creating new business models and transformation in a complex digital world.

Program Educational Objectives (PEOs)

Post-Graduates from the E-Business program are expected to attain or achieve the following Program Educational Objectives within a few years of graduation:

- Wider understanding of technical concepts, technology platforms and solutions.
- Exhibit good business functional knowledge and skills.
- Inculcate key attributes of visualisation of technology, innovation, critical and integrative thinking enable to solve business problems.
- Inculcate attributes of human values, ethics, and sustainability.
- Contribute actively to technology and end-user industry or in general management roles in techno rich environments.
- Demonstrate intra/entrepreneurial spirit required for driving change and transformation in the business world.

Program Outcomes (POs)

1. **Leadership**: Students will proactively demonstrate the ability to take initiative. They will be able to generate agreement, fairly and objectively, by working through different, even conflicting, points of view. They will be result oriented and have the ability to take calculated risks.

2. **Innovation**: Students will demonstrate the ability to visualize innovative solutions and gather user needs holistically.

3. **Critical & Analytical Thinking:** Students will be able to analyse a situation to its root cause, using tangible and intangible information.

4. **Communication:** Students will be able to make a good personal impact, and articulate good written and spoken skills.

5. **Global Perspective**: Students will be aware of contemporary globally accepted practices, tools, and techniques. They will demonstrate ability to view problems and solutions from a global perspective – organizational, locational, and cultural.

6. **Role of Self in the organization & in the society**: Students will demonstrate clarity on their personal goals, while being aware of the social context. They will be sensitive to ethical issues and believe in working out solutions based on sustainability principles.

7. **Techno-Proponent (PSO):** Apply the knowledge of and passion for technology to solve business problems in an effective manner. Demonstrate and apply appropriate cross functional management, statistical and technological tools to analyse business conditions, sense opportunities and suggest innovation solutions. Evangelise technology and drive transformational changes in order to achieve business value. Support, Develop and Empathise with all stakeholders and uphold professional ethics in all settings, and drive transformational changes in order to achieve business value. Support, Develop and Empathise with all stakeholders and uphold professional ethics in all settings.

Plan of Study

Each full course comprises 30 Hrs. of classroom teaching, constituting 3 credits (Full Credit) of 10 hours classroom teaching each. A half course comprises 16 hours of classroom teaching, constituting 1.5 credits of classroom teaching each. Students are required to put in outside classroom efforts, of around 70 additional hours per full course. In case of a half course, a prorated equivalent, outside classroom hours of efforts, is expected to be put in by students.

Course Components	Curriculum Content (% of total number of credits)	Total number of Credits	Total number of contact hours
Program Core	54.79	60	600
Marketing	6.85	7.5	75
Finance	8.22	9	90
Human Resources	5.48	6	60
Operations	2.74	3	30
Specialisation Major	15.07	16.5	165
Program Electives	2.74	3	30
Summer Internship Project	1.37	1.5	15
Final Dissertation Project	2.74	3	30
Total:	100	109.5	1095

Total courses in first year = 30 (69.00 Credits)

Total courses in second year = 16 (40.5 Credits)

First Year – Course Abstract

(The Subject Area classification can be updated as per institute policy)

Subject Area	Trimester – I	Trimester – II	Trimester - III
General Management	Perspective Management*	Legal and Tax Aspects of Business* Global Citizen Leader	Business Environment Global Citizen Leader* Digital Supply Chain Management
Economics	Economics for Managers		
Communication	Effective Business Communication		
Business Tools			Business Analytics& Data Visualisation
Operations/Quantitative Techniques	Business Statistics Essentials of World Class Operations*	Business Research and Research Methodology	IT Project Management*
Marketing	Marketing Management Basics	Marketing in Digital World	Consumer Behaviour*
Finance	Financial Reporting and Analysis	Cost and Management Accounting* Basics of Banking, Financial Services, and Insurance*	Fundamentals of Financial Management
Human Resources	Organization Behaviour Part I- Individuals in Organization	Organizational Behaviour II – Managing Group Dynamics*	Human Resource Management*
IT, E-Business Specific	E-Business Foundation Introduction to Emerging Technologies*	Enterprise Business Applications Business Analysis*	Emerging Technology and Business Innovation E-Commerce * IT Governance Risk and Compliance
Total No. of Subjects	10	9	11
Total No. of Credits	24.0	18.0	27.0
Total No. of Hours	240	180	270

Indicates Half Credit

TRIMESTER – I

Sr. No.	Subject Code	Subject Title	Credits	Hours
1	GM101	Perspective Management	1.5	16
2	GM102	Economics for Managers	3	30
3	GM103	Effective Business Communication	3	30
4	QTA 102	Business Statistics	3	30
5	OPN 101	Essentials of World Class Operations	1.5	16
6	MKT 101	Marketing Management Basics	3	30
7	FIN 101	Financial Reporting and Analysis	3	30
8	HR 101	Organizational Behaviour I– Individuals in Organizations	3	30
9	TEC 102	E-Business Foundation	3	30
		Total	**24**	**242**

GM101 - Perspective Management

Title of the subject	Perspective Management
Subject Code	GM101
No. of Credits	1.5 Credit
No. of Hours	15 Hours
No. of Sessions	8 Sessions of 2 hours each
Marks	50 Marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	I

Description of the subject:

This module is an introductory course to management. 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 will be introduced through classroom lectures & discussions, outbound programs, audio visual formats and case studies.

Course Objectives:

1	To orient students to fundamentals of management- both theoretically and in practice.
2	To discuss management & leadership concepts in different contexts.
3	To explain the importance of managing self & one's career.

Course Outcomes (COs):

CO Number	Course Outcomes Statement	Blooms Level (in word)
CO1	RELATE to WeSchool's Vision, mission & Core Values	Understanding (BT Level-II)
CO2	UNDERSTAND the management theories associated in functioning of organizations	Understanding (BT Level-II)
CO3	APPLY the functions of management (planning, organizing, controlling and leading) through experiential learning.	Applying (BT Level-III)
CO4	EXAMINE the significance of managing one's career through discussion of case studies and interaction with professionals	Analyzing (BT Level-IV)
CO5	EXAMINE the importance of being responsible managers & citizens in the society through discussion on topics such as the Financial Crisis and MBA Oath.	Analyzing (BT Level-IV)

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, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
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	Power of Vision, Core Values & competencies for self- development. Orientation to how WeSchool vision & Core Values has evolved and giving direction to all its activities and initiatives	CO1
2	Management Theories, Functions & Roles and Leadership concepts	CO2, CO3
3	Personal Leadership	CO2, CO3
4	Management & Leadership styles	CO2
5	Roles Responsibilities of Managers & MBA Oath	CO5
6	Leadership: Level 5 Leadership	CO2
7	Managing your career	CO4
8	Managerial Functions & Roles	CO2, CO3

Reference Texts/Books/Websites/etc.:

1. Murugesan, G. (2012) Principles of Management: Vol. 1st Edition. Laxmi Publications Pvt Ltd.
2. Colley, J. L. (2007). Principles of General Management: The Art and Science of Getting Results Across Organizational Boundaries. Yale University Press.
3. Heinz Weirich, Mark V Cannice& Harold Koontz (2009) Management: A Global and Entrepreneurial Perspective (13thEdition), The McGraw-Hill Companies

- Collins, J. (2001). Good to Great - Built to Last: HarperCollins.
- Covey, S. (2004). The 8th Habit: From Effectiveness to Greatness. Riverside: Free Press.

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

1. ‘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.
2. Managing your Career - HBS Case Collection (Hill, Linda A. "Managing Your Career." Harvard Business School Background Note 494-082, March 1994. (Revised December 1998.)

Assessment Method:

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

GM 102 - Economics for Managers

Title of the subject	Economics for Managers
Subject Code	GM102
No. of Credits	3.0
No. of Hours	30 Hours
No. of Sessions	15 Sessions
Marks	100 Marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	Trimester - 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 Objectives:

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 Number	Course Outcomes	Blooms Level (in word)
CO1	UNDERSTAND the role of the price mechanism and competitive markets.	Understand (BT Level-II)
CO2	APPLY the demand-supply model to different market trends.	Apply (BT Level-III)
CO3	COMPARE different market structures and their impact.	Compare (BT Level-IV)
CO4	ANALYSE macroeconomic issues like inflation and unemployment using official and authentic data.	Analyse (BT Level-IV)
CO5	ANALYSE economic models of growth and development by relating to them to real time data of countries.	Analyse (BT Level-IV)

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	Techno Proponent
CO1			3	2	2		
CO2			3	2	2		
CO3			3	2	2		
CO4			3	2	2		
CO5			3	2	2	2	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to Economics, what is economics, Economics as a Science, and an overview of Micro and Macro Economics.	CO 1
2	Managerial Economics / Economics for Managers (Introduction), Wants, Utility, Total and marginal Utility, Laws of Diminishing Marginal Utility	CO 1
3	Marginal Utility and Price, Law of Equi-marginal Utility and Consumer Surplus, Demand Analysis (Full chapter on Demand) and Introduction to Elasticity of Demand.	CO1
4	Elasticity of Demand (Ep, Ey and Ex), Introduction to Theory of Production (Factors of Production and their rewards), Production Function, Laws of Returns and Returns to Scale, Iso-quant technique.	CO1, CO2
5	Cost Analysis, Various concepts of Cost (Technical concepts and Practical concepts), Cost Curves - Short-run and Long-run, Supply Analysis, Law of Supply, Es, Supply Curve of Labour. Time element and Supply.	CO2
6	Demand and Supply Interaction for Price Determination. Markets (Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly. Revenue Structure (TR, AR, MR under Perfect Competition and Monopoly)	CO2
7	Equilibrium of a firm under Perfect Competition, Monopoly, Breakeven Volume, Pricing Policies and Practices, Theories of Profit and Objectives of a Firm besides Profit Maximisation.	CO3
8	Basic Concepts - National Income –Savings-Consumption Investment Inflation; Unemployment; Business Cycles. (Current Indian Context)	CO3
9	Theories of International Trade – Traditional and Modern Comparative Cost Theory. Heckscher-Ohlin Theory, Krugman’s Theory, Global Value Chains as the New Trade Model	CO3
10	Basic themes in Open Economy Macroeconomics – Balance of Payments, Exchange Rate Determination, Role of Foreign Investment.	CO3

Sr. No.	Content	CO(s) Mapped to the Topic
11	Basic Models of Growth and Development Classical Theories of Growth. Schumpeter's Theory of Development...Neo-Classical Growth Model (Solow). Lewis Model of Surplus Labour. Modern Theories of Growth – Role of Institutions, Culture and Geography.	CO4, CO5

Reference Texts/Books/Websites/etc.:

1. Mankiw, N Gregory. (2011). Economics: Principles and Applications. Cengage Lrng.
2. Lipsey, Richard; Christal, Alec. (2007). Economics (2nd Edition) Oxford Univ Press.
3. Prof. Sahuraja, R.R. (December 2015). Managerial Economics (2ndEdition)
4. Hirschey, Mark. Economics for Managers
5. Salvatore, Dominik; Rastogi, Siddharth. Managerial Economics.
6. Mankiw, N G. Ten Principles of Economics (PPT)
7. Banerjee and Warrier. (2018). "Macroeconomics – Theories and Applications". SagePublications

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

Assessment Method:

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

GM 103 - Effective Business Communication

Title of the subject	Effective Business Communication
Subject Code	GM103
No. of Credits	3.0
No. of Hours	30 Hours
No. of Sessions	15 Sessions
Marks	100 Marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	I

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 teamwork 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 nonverbal 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 Objectives:

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 Number	Course Outcome	Blooms Level (in words)
CO1	DEMONSTRATE an understanding of the ‘what’, ‘why’ ’where’ and the ‘how’ of the key elements governing communication.	Understand (BT Level-II)
CO2	DEVELOP a rich and vast pool of content that serves for better decision making using the related tools discussed.	Apply (BT Level-III)
CO3	CREATE effective presentations on a variety of topics and agenda.	Create (BT Level-VI)
CO4	EVALUATE case studies / current business situations and share possible solutions.	Evaluate (BT Level-V)

CO Number	Course Outcome	Blooms Level (in words)
CO5	CREATE formal communication viz. business mails, business brief, reports, business plans, inter-personal communication and speak effectively across structures and cultures, give professional feedback.	Create (BT Level-VI)
CO6	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.	Analyse (BT Level-IV)

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	Techno Proponent
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, CO3
2	Body language and non-verbal communication - Kinesics. The part played by non-verbal communication. Importance of tone in communication - Paralanguage.	CO3
3	Art of listening and reading: Perceptions, Listening for different purposes. Filtering in listening. Note-taking and listening.	CO2, CO3
4	Oral Communication - (The art of Presenting oneself). The different requirements: Voice, Speech, Content. Preparation – Group Discussions & Interviews	CO1, CO3, CO4
5	Presenting and the use of Power Point and other aids. Power point and other aids: their use, misuse and overuse.	CO2, CO3
6	Oral communication, Practicing brief presentations.	CO3, CO4
7	Other Aspects of Communication (Space management and communication) for efficient functioning depend on it.	CO1, CO2, CO4

Sr. No.	Content	CO(s) Mapped to the Topic
8	Presentations as a tool for Communication: Group Presentations and Assessment.	CO3, CO4, CO5, CO6
9	Developing writing skills: Principles of Written Communication. Different mediums used in official and personal communication.	CO3, CO4, CO5, CO6
10	The etiquette in written communication: email, SMS and social media. Drafting letter, email, memos.	CO3, CO4, CO5, CO6
11	Proposal and Report Writing: Rules and formats	CO1, CO2, CO3
12	Participating in a meeting: Basic rules, etiquette, and interaction in meeting, common mistakes. Writing agenda, meeting notice, minutes of the meeting.	CO2, CO3 CO4
13	Technology and the changing workplace - Advantages of technology: flexibility, ease of contact. Telephone/ internet/ video conferencing – advantages and disadvantages. Knowing how to adjust to the demands of technology, work from home – the new work culture.	CO4
14	Job Application and Resume Writing	CO6
15	Application of your learning and understanding to group discussions, interview situations and pitching ideas.	CO1, CO2, CO3

Reference Texts/Books/Websites/etc.:

1. Effective Business Communications (7thEdition): Herta Murphy; Herbert Hildebrandt; Jane P. Thomas (McGraw Hill)
2. Lesikar’s Basic Business Communication (8thEdition): Raymond Lesikar; John D. Petit Jr.; Marie Flatley (Tata McGraw Hill)
3. Business Communication: Process and Product: (3rdEdition) 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, 10thEdition, Irwin McGraw Hill.
6. Corporate Communication: Principles and Practice: JethwaneyJaishri, 2012, Oxford University Press
7. Understanding Human Communication, Ronald B. Adler; George Rooman, 9th Edition, Oxford University Press.
8. How to Win Friends and Influence People: Dale Carnegie

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

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	3.0
No. of Hours	30 Hours
No. of Sessions	15 Sessions
Marks	100 Marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	Trimester - 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 Objectives:

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 Number	Course Outcome	Blooms Level (in word)
CO1	To FIND the type of Variables in the data.	Remember (BT Level-I)
CO2	To ILLUSTRATE calculation of measures of central tendency and dispersion	Understand (BT Level-II)
CO3	To APPLY the concept of probability theory	Applying (BT Level-III)
CO4	To RELATE the concepts of Measures of Central Tendency and Dispersion to Inferential statistics	Remember (BT Level-III)
CO5	To DEVELOP the Hypothesis based on the Assumptions or claims.	Apply (BT Level-III)
CO6	To ESTIMATE the relationship between the variables.	Evaluate (BT Level-V)

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	Techno Proponent
CO1				2			
CO2			3				
CO3			2				
CO4			1				
CO5			3	3			
CO6			1	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	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	CO1
3	Elementary probability theory: Classical probability, Relative frequency approach, Subjective probability; Marginal probability, Conditional probability, A priori and posterior probability.	CO2
4	Elementary probability theory: Classical probability, Relative frequency approach, Subjective probability; Marginal probability, Conditional probability, A priori and posterior probability.	CO2
5	Bayes theorem: Bayesian Rule for calculating Posterior Probabilities.	CO2
6	Standard discrete and continuous distributions: Binomial, Poisson, Exponential, Normal	CO2
7	Standard discrete and continuous distributions: Binomial, Poisson, Exponential, Normal	CO2
8	Meaning of Sampling distributions, Sampling distribution of mean and proportion, point estimation and interval estimation of population mean and proportion.	CO2, CO5
9	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	CO3, CO4

Sr. No.	Content	CO(s) Mapped to the Topic
10	Hypothesis testing of equality of population mean of one population, Hypothesis testing of equality of population means of two independent and dependent populations	CO3, CO4
11	Hypothesis testing of equality of population mean of one population, Hypothesis testing of equality of population means of two independent and dependent populations	CO3, CO4
12	Hypothesis testing of equality of population means of more than two independent populations (ANOVA)	CO3, CO4, CO6
13	Hypothesis testing of independence of two attributes and goodness of fit	CO3, CO4
14	Pearson's simple correlation coefficient; Simple linear regression: Method of least squares, Coefficient of determination	CO4, CO6
15	Pearson's simple correlation coefficient; Simple linear regression: Method of least squares, Coefficient of determination	CO5, CO6

Reference Texts / Books / Websites / etc.:

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 Udemi - https://www.udemy.com/course/statistics-for-data-science-andbusiness-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)

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

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	15 Hours
No. of Sessions	8 Sessions
Marks	50 Marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	I

Description of the subject:

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

Course Objectives:

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 Number	Course Outcome	Blooms Level (in words)
CO1	UNDERSTAND the essentials of world class principles of operations management.	Understanding (BT Level-II)
CO2	COMPARE the types of transformation processes occurring within operations and its alignment with the operation strategy.	Understanding (BT Level-II)
CO3	ANALYZE lean manufacturing techniques of Toyota Production System.	Analysing (BT Level-IV)
CO4	DISTINGUISH between applications of several techniques of quality management tools.	Analysing (BT Level-IV)
CO5	ASSESS Operations Management and its relationship to other functional areas of the organization by doing comparative analysis.	Evaluating (BT Level-V)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
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.	Contents	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 products as well as service-oriented businesses. 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. Use of Jidoka (not permitting a defect to move ahead in the process) through Andon (signalling system) to arrest defects at the point of occurrence and prevent defects from moving ahead.	CO1, CO4
3	Quality Management: The three costs of quality – appraisal, prevention, and correction (rework/rejection). Relationship between Quality and Cost. 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

Sr. No.	Contents	CO(s) Mapped to the Topic
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 *muda* (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 Jishu Hozen or Autonomous (Self-Initiated) Maintenance pillar. Failure Mode Effects Analysis (FMEA) as tool to prevent unplanned stoppages or slowdowns of projects.	CO1, CO5
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 powerful approaches of Problem Analysis by Kepner Tregoe, Golden Rules by Masaaki Imai, Differential Diagnosis by Gondhalekar. Data analytics.	CO3, CO5

Reference Texts / Books / Websites / etc.:

1. Keki Bhote & 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

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

Assessment Method:

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

MKT 101 - Marketing Management Basics

Title of the subject	Marketing Management Basics
Subject Code	MKT 101
No. of Credits	3.0
No. of Hours	30 Hours
No. of Sessions	15 Sessions
Marks	100 Marks
Pre-requisite Subject(s), if any	-
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 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 (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	INTERPRET need gaps in the environment, through STEP analysis and offer appropriate products/services	Understanding (BT Level-II)
CO2	DEVELOP marketing decisions based on appropriate STDP combinations and elements of the marketing mix.	Applying (BT Level-III)
CO3	ANALYZE market research with respect to consumer behavior patterns for specific marketing situations.	Analyzing (BT Level-IV)
CO4	RECOMMEND a solution on situation-based marketing strategies and its effects on the business.	Evaluating (BT Level-V)
CO5	PROPOSE situation-based marketing strategies	Create (BT Level-VI)

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	Techno Proponent
CO1				3	2		
CO2			3	3			
CO3		2	3	3			
CO4		2	3	3			
CO5		2	3	3		2	

Detailed Contents:

Sr. No.	Content	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 w.r.t. consumer & industrial products.	CO4

Sr. No.	Content	CO(s) Mapped to the Topic
13	Understanding new marketing realities – Technology, Globalization & social relevance (Digital Marketing & Social Media Marketing), w.r.t. 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, 2, 3, 4, 5

Reference Texts / Books / Websites / etc.:

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

FIN 101 - Financial Reporting and Analysis

Title of the subject	Financial Reporting and Analysis
Subject Code	FIN 101
No. of Credits	3.0
No. of Hours	30 Hours
No. of Sessions	15 Sessions
Marks	100 Marks
Pre-requisite Subject(s), if any	-
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 Objectives:

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 is analysis and interpretation and how it is used to make decisions and take informed actions.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (In words)
CO1	UNDERSTAND to read an Annual Report.	Understand (BT Level-II)
CO2	UNDERSTAND the importance of accounting concepts and rules in the preparation of 3 financial statements.	Understand (BT Level-II)
CO3	CONSTRUCT the Balance Sheet, Profit & Loss Statement and the Cash Flow Statement by applying the accounting concepts and accounting rules.	Understand (BT Level-II)
CO4	ANALYZE the financial statements using ratios.	Understand (BT Level-II)
CO5	INTERPRET financial statements to understand performance of the companies.	Understand (BT Level-II)

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	Techno Proponent
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.	CO1
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? a. b. Ethical Issues in Accounting: Ethical responsibilities to both internal and external stakeholders, understand what information is appropriate to share with different stakeholders.	CO2, CO3
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 Evaluation	60%

HR 101 - Organizational Behaviour I – Individuals in Organizations

Title of the subject	Organizational Behaviour I – Individuals in Organizations
Subject Code	HR 101
No. of Credits	3.0
No. of Hours	30 Hours
No. of Sessions	15 Sessions
Marks	100 Marks
Pre-requisite Subject(s), if any	-
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 Objectives:

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 behaviour 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 Number	Course Outcome	Blooms Level (in words)
CO1	UNDERSTAND how people are the most important resource of an organization	Understanding (BT Level-II)
CO2	LEARN complexities of individual behaviour in the organizations.	Remembering (BT Level-IV)
CO3	HANDLE individual factors of behavioural dynamics in the organizations.	Understanding (BT Level-III)
CO4	PREDICT employee behaviour in organizations	Creating (BT Level-V)

CO Number	Course Outcome	Blooms Level (in words)
CO5	EXPLAIN the challenges associated with the working of the organizations in today's dynamic business environment	Understanding (BT Level-II)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical &Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
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

Sr. No.	Content	CO(s) Mapped to the Topic
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.

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

Assessment Method:

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

TEC 102 - E-Business Foundation

Title of the subject	E-Business Foundation
Subject Code	TEC 102
No. of Credits	3.0
No. of Hours	30 Hours
No. of Sessions	15 Sessions
Marks	100 Marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	I

Description of the subject:

E-business or Online business means business transactions that take place online with the help of the Internet. The term e-business came into existence in the year 1996. E-business is an abbreviation for electronic business. So, the buyer and the seller don't meet personally. In today's world, we are exposed to various forms of e-Business. Since its emergence, it has grown by leaps and bounds. Some predict that it may very soon overtake brick and mortar stores completely. While that remains to be seen, we cannot ignore the immense role it plays in the current global economy.

Course Objectives:

1	Understanding Basics of Web and Computer Technology.
2	Understanding areas like databases, app development, cognitive systems with real business problems.
3	The objective of the program is to introduce the phenomenon of e-business from a business perspective. Participants will learn about how e-business has evolved over years and where it is going.
4	The program also introduces various e-business and e-commerce models, infrastructure required to run e-business, role of government and businesses. The program also covers emerging trends and a focus on India as potential e-business market.
5	Students should get an overview of how e-business affects the organizations. Student should be able to appreciate any new technology in terms of applicability to business, carry out a cost-benefit analysis of the same and advise their organization on best use of a technology.
6	Learning the development of enterprise systems hand's on.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	RECALL the basics of computer technology and Internet.	Remembering (BT Level-I)
CO2	DESCRIBE the technology components and platforms used in the business.	Understanding (BT Level-II)

CO Number	Course Outcome	Blooms Level (in words)
CO3	PLAN the deployment an application in terms of its authentication, hosting, database design & storage.	Applying (BT Level-III)
CO4	THEME a simple HTML, E-Business Web application.	Analysing (BT Level-IV)

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	Techno Proponent
CO1		1	2	2			1
CO2		1	2	2	1		2
CO3		2	3				2
CO4	1		1	2		2	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Website / Portal: Hosting, Authentication, Database (cloud + real-time), Storage.	CO1, CO2, CO3
2	Open & Proprietary Source	CO4
3	Web technology (HTML CSS JavaScript) & UX design	CO1
4	Databases & data driven applications with live illustrations	CO2
5	Basics of developing a system	CO3
6	Mobile development learning	CO3
7	E-business - a historical perspective: E-business Vs. E-commerce- why that matters, Technology trends that shaped e-business, The lessons from dot com burst, E-business status across the world today	CO4
8	Understanding technology block underpinning e-business: How technology evolution shaped e-business, Key building blocks- Internet, Data Centres, Mobility	CO4
9	E-business models- evolution over time, present and future: The early pioneers- eBay, Amazon, Hotmail, Different business models and their examples, New generation business models	CO4
10	E-business- an Indian experience: The first wave and why it failed, Emergency of India as e-business powerhouse, The Indian way for the future	CO4
11	Government and e-business- Global and Indian perspective: How governments have embraced e-business, E-governance: Global perspective, The India Stack- how India’s e-governance has leapfrogged	CO4

Sr. No.	Content	CO(s) Mapped to the Topic
12	Next generation of technology driving e-business: Technology Hype Cycle and its implications, Future technology- Cloud computing and SaaS models, The Indian start-up ecosystem	CO4
13	Company profiling	CO4

Reference Texts/Books/Websites/etc.:

1. E-Business and E-Commerce Management: Strategy, Implementation and Practice by Dave Chaffey
2. Zero to One: Peter Thiel
3. The Long Tail: Why the Future of Business Is Selling Less of More by Chris Anderson
4. Big Data MBA: Driving Business Strategies with Data Science by Bill Schmarzo
5. Cloud Computing: SaaS, PaaS, IaaS, Virtualization, Business Models, Mobile, Security and More Paperback – 2013 by Kris Jamsa
6. The Golden Tap: The Inside Story of Hyper-Funded Indian Start-ups by KashyapDeorah
7. Web Technologies: Achyut Godbole & Atul Kahate

Reference Websites

1. www.cio.com
2. www.emarketer.com
3. www.economist.com
4. www.ittoolbox.com
5. www.mckinseyquarterly.com

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

Assessment Method:

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

TRIMESTER – II

Sr. No.	Subject Code	Subject Title	Credits	Hours
1	GM 205	Legal and Tax Aspects of Business	1.5	16
2	GM202	Global Citizen Leader	3	30
3	QTA 210	Business Research and Research Methodology	3	30
4	MKT 203	Marketing in Digital World	3	30
5	FIN 201	Cost and Management Accounting	1.5	16
6	BFSI 101	Basics of Banking, Financial Services and Insurance	1.5	16
7	HR 201	Organizational Behaviour II – Managing Group Dynamics	1.5	16
8	TEC 202	Enterprise Business Applications	3	30
9	TEC 203	Business Analysis	1.5	16
		Total	**19.5**	**200**

GM 205 - Legal and Tax Aspects of Business

Title of the subject	Legal and Tax Aspects of Business
Subject Code	GM 205
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 Marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	II

Description of the subject:

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

Course 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 analyse 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 (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	UNDERSTAND the legal rules and principles for an effective management of a business.	Understanding (BT Level-II)
CO2	UNDERSTAND the legal and regulatory risks to a business.	Understanding (BT Level-II)
CO3	ANALYSE the implications of the Indian Contract Act, Sale of Goods Act, Competition Act, Companies Act, Cyber Laws, IPR.	Analysing (BT Level-IV)
CO4	DETERMINE the ethical issues involved in non-adherence to the laws.	Evaluating (BT Level-V)
CO5	DISCUSS the contracts and the implication of breach of contracts.	Creating (BT Level-VI)

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, Analytical &Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
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. 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, CO2
2	Salient Features of Companies Act, Important Provisions, Application in today's changing business models, Relevance with provisions of IBC – failing companies. 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, CO2
3	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. Intellectual Property Rights – Laws relating to IPR, Importance of Copyright and Trademark in business, Rights and liabilities of copyright / trademark owners and infringers.	CO1, CO2
4	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, CO2
5	Introduction to fundamentals of Income Tax Sections 40, 40A (2),40A (3): Inclusion, its applicability, overview of different heads of income, applicable sections, applicable deductions, exemptions etc. Tax Planning concepts and principles.	CO2, CO3
6	Introduction to fundamentals of Income Tax Sections 40, 40A (2), 40A (3): Inclusion, its applicability, overview of different heads of income, applicable sections, applicable deductions, exemptions etc. Tax Planning concepts and principles.	CO3
7	Income under the head "Business or Profession". Section 28, 30, 31, 35, 35D, 36, 37, Depreciation under Income Tax Act	CO3, CO4, CO5
8	Fundamentals of Goods &Services Tax (GST), Principles, Procedures, structure etc.	CO4, CO5

Reference Texts / Books / Websites / etc.:

1. Kapoor 2009. Elements of Mercantile Law.25th Edition. Somaiya Publication Pvt. Ltd.
2. Kapoor1999. Business and Corporate Laws.23rd Edition. Sultan Chand & Son.
3. Bulchandani2010. Business Law. 22nd Edition. Mumbai Himalaya Publishing House Pvt Ltd.
4. Singh2004. Company Law.14th Edition. Lucknow Eastern Book.
5. Chander2012. Cyber Laws and IT Protection.1st edition. PHI Learning Pvt. Ltd.
6. Narayanan2002. Intellectual Property Law.3rd Edition. Kolkata Eastern Law House.
7. Ponkshe.1991. Management of Intellectual Property, patents, designs, trademarks and copyrights.1st Edition. UBSPD Pub.
8. Gulshan.2009. Business Law Including Company Law. 16th Edition. Mumbai New Age International Ltd.
9. Taxmann.2014. Competition Laws Manual: An authentic compendium of Act/Rules/Circulars and Notifications on Competition Laws. 2nd Edition. New Delhi Taxmann Publications (P.) Ltd.
10. Ramappa2011. Competition Law in India: Policy, Issues and Developments. 2nd Edition. New Delhi Oxford University Press.
11. Bare Acts - Contract Act, Company Law, Competition Act, Trademarks Act, Copyright Act, Patent Act, Information Technology Act, Consumer Protection Act. Available digitally on Advocate Khoj Link or of Universal Publications. Ltd. Or Commercial Law Publishers (India) Pvt. Ltd.
12. Students guide to Income Tax including GST – Dr. Singhania Vinod – applicable for the year- Taxmann
13. Goods and Services Tax (GST) Sisodia Pushpendra – 3rd edition – Bharat Law House
14. www.scconline.com www.manupatra.com www.manupatrafast.comwww.advocatekhoj.com

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

Assessment Method:

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

GM 202 - Global Citizen Leader

Title of the subject	Global Citizen Leader
Subject Code	GM 201
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 Marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	II

Description of the subject:

This course is broken into 4 parts - Leading self, Collaborate, Innovate & Social impact through action, which will eventually help students to build capability to lead themselves, work effectively with others, and enact creative & conscientious change.

Course Objectives:

1	Create self & socially aware individuals who are able to work courageously & collaboratively, to take on boundary spanning challenges. Individuals who can transform organizations while transforming themselves.
2	Continual & agile learners who are able to step into new environments& empathize from multiple perspectives, who seek to transform the world from a positive & collaborative mind-set & are not confined by local paradigms when developing solutions.

Course Outcomes (COs):

CO Number	Course Outcomes Statement	Blooms Level (in words)
CO1	INFER, what a Global Citizen Leader is Viz. a Self & socially aware individual able to work courageously & collaboratively.	Understanding (BT Level-II)
CO2	IDENTIFY boundary spanning challenges, and use different tools for activities, to take on such challenges.	Applying (BT Level-III)
CO3	Through building RELATIONSHIPS with team members arrive at a conclusion on how to transform organizations while transforming themselves.	Analysing (BT Level-IV)
CO4	Based on critical COMPARISON of different criteria develop competencies of a Global Citizen Leader.	Evaluating (BT Level-V)
CO5	ADAPT to the role of a Global Citizen Leader.	Creating (BT Level-VI)

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	Techno Proponent
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, CO3, CO4, CO5
2	Learning curve, Growth mind-set, 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, CO3, CO4, CO5
3	Weekly 2 hours 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, CO3, CO4, CO5

Reference Texts / Books / Websites / etc.:

- Workbook, class sessions, hand-outs

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation (Phase wise evaluation of teamwork& project related activities by faculty)	60%
End Term Evaluation (End Term Evaluation of PPTs)	40%

QTA 210 - Business Research and Research Methodology

Title of the subject	Business Research and Research Methodology
Subject Code	QTA 210
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	II

Description of the subject:

Students gain an understanding of research to solve business dilemma in general and in marketing in particular. It will demonstrate value of research in analysing consumers, markets, and the environment. This is designed to serve as an introduction to the basic principles of marketing practices, and the application of these practices. This examines present-day marketing system from a managerial point of view and has a current events component to help emphasize the marketing principles in today's business world.

Course Objectives:

1	Students gain an understanding of research to solve business dilemma in general and in marketing in particular.
2	It will demonstrate value of research in analysing consumers, markets, and the environment. This is designed to serve as an introduction to the basic principles of marketing practices, and the application of these practices.
3	This examines present-day marketing system from a managerial point of view and has a current events component to help emphasize the marketing principles in today's business world.

Course Outcomes (COs):

CO Number	**Course Outcome**	**Blooms Level (in words)**
CO1	DEFINE concepts & terms associated with research, processes while conducting research.	Remembering (BT Level-I)
CO2	RELATE the secondary data and business research cases / examples.	Understanding (BT Level-II)
CO3	APPLY the suitability of research design, sampling technique, and data collection instruments and data analysis tests for real-life business research problem.	Applying (BT Level-III)
CO4	ANALYSE the primary data collected using suitable statistical tests with best sampling technique and sample size for data collection and the suitable respondents.	Analysing (BT Level-IV)

CO Number	Course Outcome	Blooms Level (in words)
CO5	COMPOSE the Research findings by using statistical tools.	Creating (BT Level-VI)
CO6	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.	Creating (BT Level-VI)

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, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1	1		3	1	1		
CO2			2	2	2		
CO3		1	3	3			
CO4			3				1
CO5		1		3			1
CO6	1		2	2	1		

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1.	Introduction to Research	CO1
2	Building Blocks of Marketing Research	CO1
3	Research Design	CO1, CO2
4	Research Problem and Formulation of Research Hypotheses	CO3
5	Data sampling concepts	CO4
6	Scaling Methods Attitude Measurement and Scaling	CO5
7	Questionnaire Design	CO5
8	Data Processing and Data Tabulation	CO5
9	Introduction to Market Research	CO5
10	Test marketing and market segmentation	CO3
11	Reliability and Validity	CO6
12	Data Analysis and Reporting writing	CO6

Reference Texts/ Books/ Websites/ etc.:

1. Essentials of Marketing Research – Lawrence Silver, Robert Stevens (3rd Edition, Routledge Publication)
2. Marketing Research – Naresh Malhotra, S Das (7th Edition, Pearson Education)
3. Essentials of Marketing Research – William Zikmund (9th Edition, Cengage Learning)
4. Business Research Methods – Cooper, Schindler (6th Edition, McGraw Hill Education)
5. Essentials of Marketing Research – Hair (2008 Edition, McGraw Hill Higher Education)

6. Business Research Methods; A South Asian Perspective – Zikmund, Babin, Carr, Adhikari, Griffin (Cengage Learning)
7. Research Methodology: Concept and Cases- Deepak Chawla and NeenaSondhi ,
8. Research Methodology: Concept and Cases- Deepak Kumar Bhattacharya, Excel Book

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

1. Essentials of Marketing Research – William Zikmund (9th Edition, Cengage Learning)
2. Business Research Methods – Cooper, Schindler (6th Edition, McGraw Hill Education)
3. Marketing Research – Naresh Malhotra, S Das (7th Edition, Pearson Education)
4. Research Methodology – Deepak Chawla, NeenaSondhi

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation: Case Study, Group Presentation, Online MCQ test, Article Reviews	40%
End Term Evaluation	60%

MKT 203 - Marketing in Digital World

Title of the subject	Marketing in Digital World
Subject Code	MKT 203
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 Marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	II

Description of the subject:

Digital technologies are now ubiquitous and deeply ingrained in the lives of consumers. From widespread engagement with the Internet through personal devices, the crucial nature of search engines, and social media to interactive televisions and intelligent billboards, marketers are now faced with a plethora of new means with which to segment, target, communicate and build relationships with consumers. It is therefore imperative that students wishing to become marketing practitioners acquire a detailed understanding of this field. The course will offer a theoretical understanding of these phenomena; address important practical issues; and provide students with valuable skills that can be applied in industry.

Course Objectives:

1	This course seeks to provide the student with knowledge and skills related to the use of digital technologies within a digital environment.
2	It aims to develop his/her knowledge and understanding of the role played by digital technologies in the broader marketing landscape.
3	This course aims to provide a deeper understanding of marketing applications and marketing strategy in the context of both the offline and online contexts.
4	It creates a foundation of how various marketing concepts can be applied in the business context and then goes to integrate the digital aspects of marketing into such applications.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	RECALL basics of digital marketing concepts.	Remembering (BT Level-I)
CO2	ILLUSTRATE digital Marketing campaigns such as SEO, Display Ads, and social media etc.	Understanding (BT Level-II)
CO3	APPLY the concepts using online marketing tools to solve modern business problems.	Applying (BT Level-III)
CO4	CONSTRUCT the business goals into brand communication in the online medium and choose the right medium for each business goal.	Applying (BT Level-III)

CO Number	Course Outcome	Blooms Level (in words)
CO5	RECOMMEND the digital advertising campaigns by converting business goals into brand communication in the online medium for the organizations.	Evaluating (BT Level-V)
CO6	PROPOSE a full digital campaign for a given business scenario.	Creating (BT Level-VI)

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	Techno Proponent
CO1			2				
CO2			3	2			2
CO3			3			1	
CO4	1	2	2	2	2		2
CO5	1	2		2	2		
CO6		2	2	3			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Marketing Applications and Strategy:** • Strategic Marketing Principles, Market situation strategy - Leaders, challengers, followers, niche marketers. • Understanding consumers, competitive forces analysis, Segmentation, Targeting, Differentiation and Positioning in the offline world. • New product strategies / Product extensions / Brand management strategy. • Pricing strategy, Distribution & supply chain management strategy – examples from the digital age • Demand Forecasting and its application and Sustainable competitive advantage • Application of SWOT Porter‘s Five Forces, Ansof‘s Matrix CG Product Portfolio matrix, GE matrix, & McKinsey 7S model, through case studies & assignments	CO1, CO2, CO3
2	**Digital Marketing:** • Introduction to Digital Marketing – Paid, earned and owned media, network effect, STP in the online world, Digital assets of a business. • Marketing through digital channels – Search, Social	CO3, CO4, CO5, CO6

	• Digital brand management – Website, email etc., Web Analytics • Content marketing, viral marketing • Integrated Marketing Communication in the digital age	

Reference Texts / Books / Websites / etc.:

1. Kotler, P., Keller, K. L., Koshy, A., &Jha, M. (2013). Marketing management. New
2. Delhi: Pearson Education.
3. Deiss, R., &Henneberry, R. (2017). Digital marketing for dummies. Hoboken (New
4. Jersey): Wiley.
5. Krug, S. (2017). Don´t make me think A Common-sense Approach to Web Usability (4th Edition), New Riders.
6. Rabazinski, C. (2015). Google AdWords for beginners: A do-it-yourself guide to PPC advertising (1st Edition). Createspace Independent Pub.
7. Zimmerman, J., & Ng, D. (2017). Social media marketing all-in-one for dummies.
8. Hoboken, NJ: John Wiley.

Online Articles/Websites

- Platformed.info
- Article - http://webstyleguide.com/wsg3/6-page-structure/3-site-design.html
- Article - https://sumofy.me/blog/2015/06/30/5-parts-of-a-website-and-their-design-trends-this-2015/
- Article - https://moz.com/beginners-guide-to-seo
- Facebook Ads Guide - https://www.facebook.com/business/ads-guide
- Instagram Ads Guide - https://business.instagram.com/advertising/
- Article - https://www.hubspot.com/marketing-resources/email-marketing

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

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	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	-
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 Objectives:

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 (COs):

CO Number	Course Outcomes	Blooms Level (in words)
CO1	UNDERSTAND the concept of cost, costing and cost analysis and its relevance for the contemporary business managers.	Understanding (BT Level-II)
CO2	APPLY different cost concepts in effective decision making.	Applying (BT Level-III)
CO3	UNDERSTAND the importance of marginal costing and cost-volume-profit analysis.	Understanding (BT Level-II)
CO4	APPLY marginal costing concepts in taking short run alternative choices decisions	Applying (BT Level-III)
CO5	RELATE to the concept of responsibility accounting, budgeting and variance analysis	Understanding (BT Level-II)
CO6	APPLY it as an effective tool for planning and control of business resources.	Applying (BT Level-III)

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	Techno Proponent
CO1			3	2			
CO2			3	2			
CO3			3	2			
CO4			3	2			
CO5			3	2			
CO6			3	2			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
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
2	Distinction between Cost Accounting & Management Accounting.	CO 1,3
3	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 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.	CO 3,4
4	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
5	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
6	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 Case(s) to be used in the Subject: -Nil-

Assessment Method:

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

BFSI 101 - Basics of Banking, Financial Services and Insurance

Title of the subject	Basics of Banking, Financial Services, and Insurance
Subject Code	BFSI 201
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 session of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	Basic knowledge about working of Banks and Financial Institutions
Trimester/Semester	II

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 Objectives:

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):

CO Number	Course Outcome	Blooms Level (in words)
CO1	EXPLAIN the role of the Banking, Financial Services and Insurance sector in the economy.	Understanding (BT Level-II)
CO2	ANALYZE financial statements of banks and NBFCs.	Understanding (BT Level-II)
CO3	EXPLAIN the features and utility of banking and financial services, products and instruments.	Understanding (BT Level-II)
CO4	EXPLAIN derivatives and their application in risk management.	Understanding (BT Level-II)

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	Techno Proponent
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. 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.	CO1
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. Financial Markets and Institutions, F.S. Mishkin, S. G. Eakins, TulsiJayakumar, R.K. Pattnaik,Pearson (FMI)
2. Indian Financial System, Sujatra Bhattacharyya, Oxford (SB)
3. Fundamentals of Financial Management by Brigham & Houston, Cengage (B&H)
4. IMF working paper Indian Financial system structure trends and turns Rakesh Mohan and Partha Ray
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. Foreign Exchange Markets by Dun & Bradstreet (D&B)
9. Indian Financial System, M Y Khan, Tata McGraw Hill (MYK)
10. IBEF Report on Financial Services

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

Assessment Method:

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

HR 201 - Organizational Behaviour 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	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	Successfully completed course on Organisational Behaviour (Part – I)
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 Objectives:

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 Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	UNDERSTAND key concepts of the group behaviour.	Understanding (BT Level-II)
CO2	LEARN complexities of group behavior in the organizations.	Understanding (BT Level-II)
CO3	DETERMINE group factors of behavioural dynamics in the organizations.	Evaluating (BT Level-V)
CO4	APPLY group dynamics in the workplace.	Applying (BT Level-III)
CO5	EXPLAIN the challenges associated with the working of the organizations in today’s dynamic business environment.	Understanding (BT Level-II)

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	Techno Proponent
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 Tukman, 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

Sr. No.	Content	CO(s) Mapped to the Topic
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, 4th Edition.
4. Aswathappa, K. (2016) Organizational Behavior, Himalaya Publishing House, 12th Edition (revised).
5. Fred Luthans (2011) An Evidence- Based Approach- Organizational Behavior, McGraw-Hill international edition, 12th 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.

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

Assessment Method:

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

TEC 202 - Enterprise Business Applications

Title of the subject	Enterprise Business Applications
Subject Code	TEC 202
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	Successful completion of E-Business Foundation course.
Trimester / Semester	II

Description of the subject:

An enterprise application is the phrase used to describe applications (or software) that a business would use to assist the organization in solving enterprise problems. When the word "enterprise" is combined with "application," it usually refers to a software platform that is too large and too complex for individual or small business use.

Course Objectives:

1	The purpose of this course is to provide an overview of the various business processes and IT applications in a typical business organization.
2	The course also helps students to appreciate the specific areas of business where new Digital applications could be visualized.
3	The student should be encouraged to explore use cases for various contemporary technologies to help transform organisations.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	TELL about the need, purpose, and role of the Enterprise Information Systems in an Enterprise or Organisation.	Remembering (BT Level-I)
CO2	EXPLAIN each Enterprise Application in terms of its scope, process, Information and Functionality.	Understanding (BT Level-II)
CO3	APPLY an enterprise application for meeting a specific business goal.	Applying (BT Level-III)
CO4	ANALYSE the business needs and map it to a suitable Enterprise application.	Analysing (BT Level-VI)
CO5	RECOMMEND available, suitable solutions by using appropriate criteria with its impact w.r.t to business goals.	Evaluating (BT Level-V)

CO Number	Course Outcome	Blooms Level (in words)
CO6	CREATE and write a business case for investment in an Enterprise application or solution.	Creating (BT Level-VI)

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	Techno Proponent
CO1			2	1	2	1	2
CO2			2	3		2	2
CO3	1	2	2	2			2
CO4	1	2	2	3		1	2
CO5			2	1			2
CO6	1	2		3	1	1	2

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	High level view of Business processes in a typical manufacturing cum marketing organization.	CO1
2	Landscape of IT applications in a common manufacturing, marketing organizations.	CO1
3	Overview of Applications in various Industry verticals such as Banking and Finance, Retail, Telecom, Healthcare etc.	CO1, CO2
4	Enterprise Resource Planning (ERP) –functional modules of a typical ERP solution	CO3
5	Overview of Customer Relationship management Solution -modules of a CRM product and their broad functionality.	CO5
6	Overview of Supply Chain solutions – key modules and broad functionality.	CO4
7	Enterprise Solutions for HR - contemporary HRIS solutions such as PeopleSoft, workday, performance management solutions, etc.	CO3
8	Concept of Enterprise Content Management Solutions	CO6
9	Enterprise collaboration, communication solutions	CO3
10	Other contemporary technology-based applications.	CO3, CO4
11	High level view of Business processes in a typical manufacturing cum marketing organization.	CO1

Reference Texts / Books / Websites / etc.:

1. Altekar R, Enterprise-wide Resource Planning: Theory and Practices, Prentice Hall of India 2004.
2. Laudon, K.C. and Laudon, J.P. Management Information Systems: Managing the Digital Firm. (Harlow: Pearson, 2015) 14th Edition
3. Zittrain, J.L. The Future of the Internet (Yale University Press & Penguin UK, 2008).

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

Assessment Method:

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

TEC 203 - Business Analysis

Title of the subject	Business Analysis
Subject Code	TEC 203
No. of Credits	1.5
No. of Hours	15 Hours
No. of Sessions	8 Sessions
Marks	50 Marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	II

Description of the subject:

Business Analysis has emerged as a major role in the IT domain and is gradually becoming a profession. With certifications and bodies of knowledge such as the IIBA BaBok, the PMIs PBA etc. the BA is gradually moving from merely specifying requirements for software to solving business problems. The ability to identify and define business problems and find solutions to them invariably requires designing or modifying business processes and visualizing IT/Digital/Cognitive based solutions which can transform the business is what a BA is expected to do in today’s context. This course aims at teaching the tools and techniques for Business Analysis along with some simulation which enables a student to apply these tools.

Course Objectives:

1	Develop clarity about the role of a Business Analyst as it exists in Industry and how it is evolving.
2	Equip students with the tools and techniques for conducting Business Analysis.
3	Learn internationally accepted Frameworks for Business Analysis – making them industry ready.
4	Gain some experience in Business Analysis in a simulated environment.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	UNDERSTAND the role of Business Analyst in an IT Company / Corporate.	Understanding (BT Level-II)
CO2	APPLY formal frameworks such as the IIBA framework and the tools and techniques to conduct a Business Analysis initiative.	Applying (BT Level-III)
CO3	INSEPCT the As-Is Process, the Enterprise Context, and the need.	Analysing (BT Level-IV)
CO4	RECOMMEND the technology-based solutions for business cases.	Evaluating (BT Level-V)
CO5	CREATE prototype of innovative process and technology-based solutions.	Creating (BT Level-VI)

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	Techno Proponent
CO1				3		3	
CO2		2	3	3	2	3	2
CO3		2	3	3			
CO4			2	3	2		2
CO5		3	3	3	2		2

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to Business Analysis	CO1
2	Study of Business process	CO2
3	Flow & Information Perspective	CO3
4	Flow and Information perspective	CO3
5	Process Structure and Business Rules & Dynamic Aspects	CO4
6	Solution Visualization	CO5
7	Documenting Requirements for Waterfall and Agile projects, BRD, Functional Requirement	CO4, CO5
8	Documenting Requirements	CO3
9	Group Exercise – Business Analysis Simulation	CO2, CO3 CO4, CO5

Reference Texts / Books / Websites / etc.:

1. Business Analysis (2015, 2/e), Pradeep Hari Pendse, PHI
2. IIBA BA Body of Knowledge Version 3.0 or above.

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

Assessment Method:

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

TRIMESTER - III

Sr. No.	Subject Code	Subject Title	Credits	Hours
1	GM 303	Business Environment	3	30
2	GM 301	Global Citizen Leader	1.5	16
3	TEC 304	Digital Supply Chain Management	3	30
4	QTA 303	Business Analytics and Data Visualisation	3	30
5	OPN 302	IT Project Management	1.5	16
6	MKT 205	Consumer Behaviour	1.5	16
7	FIN 301	Fundamentals of Financial Management	3	30
8	HR 302	Human Resource Management	1.5	16
9	TEC 302	Emerging Technology and Business Innovation	3	30
10	TEC 305	E-Commerce (Project based)	1.5	16
11	TEC 303	IT Governance Risk and Compliance	3	30
		Total	**25.5**	**260**

GM 303 - Business Environment

Title of the subject	Business Environment
Subject Code	GM 303
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	III

Description of the subject:

The course introduces the students to the basic concepts and principles of economics which managers can apply in their decision-making. The students need to know – how various economic and Policy-parameters impact the local as well as the global economy and business. The course also attempts to make students aware of the applicability of the Economic concepts to the modern businesses which incorporate information-technology.

Course Objectives:

1	To develop some understanding of market forces of demand.
2	To understand how supply is organized and pricing decisions made under different market conditions.
3	To introduce the students to the key concepts and issues in Economics.
4	To make them aware of the relevance of the concepts to the real / business world.
5	To give them an overview of the global and local business and policies as applied to the modern technology sectors.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	INTERPRET contemporary and critical issues related to business environment and strategy.	Understanding (BT Level-II)
CO2	ANALYSE corporate strategy using concepts from game theory, core competence etc.	Analysing (BT Level-IV)
CO3	DEVELOP an industry analysis using the Porter model.	Applying (BT Level-III)
CO4	ANALYSE the status of businesses with the issues of sustainability and climate change.	Analysing (BT Level-IV)

CO Number	Course Outcome	Blooms Level (in words)
CO5	ASSESS the global environment and global institutions and their implications for business by comparing the relevant data of various countries on similar parameters.	Evaluating (BT Level-V)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical &Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
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 to the Topic
1	Understanding the relevance and importance of Macro-economic Factors for Business Decisions and Business Environment	CO1
2	Basic Concepts – National Income- Savings-Investment-Consumption-Inflation-Unemployment-Business Cycles	CO1, CO2
3	Macroeconomic Policy: Monetary Policy – Fiscal Policy -GST	CO1, CO2
4	Basic themes in Open Economy Macroeconomics – Balance of Payments, Exchange Rate Determination.	CO1
5	Foreign Investment-FDI-Mncs-Global Value Chains and Global Trade	CO2, CO3
6	Select Models of Growth and Development and Their Relevance to India.	CO2 ,CO3
7	Competition Policy / Competition Act....Role of Competition Commission of India...Select Cases	CO1, CO2, CO3
8	Economic problem and role of the price mechanism	CO4
9	Game theory and oligopoly analysis	CO4
10	Porter model	CO4
11	Co-opetition model	CO4, CO5
12	Core competence, Blue Ocean Strategy	CO4
13	Economics of Technology	CO4
14	Role of Technology in Development	CO5

Reference Texts / Books / Websites / etc.:

1. N Gregory Mankiw, "Principles of Economics", 7e, 2015
2. N Gregory Mankiw, "10 Basic Principles of Economics: PPT
3. Banerji and warrier, "Macroeconomics – Theory and Applications", 2018, Sage Publications.
4. UN. "Information Economy Report", 2017
5. Todaro and Smith 'Economic Development', 2014.

Reference Websites:

1. www.rbi.org.in
2. www.gstcouncil.gov.in
3. www.finmin.nic.in

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

Assessment Method:

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

GM 301 - Global Citizen Leader

Title of the subject	Global Citizen Leader
Subject Code	GM 301
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
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 Objectives:

1	Create self & socially aware individuals who are able to work courageously & collaboratively, to take on boundary spanning challenges. Individuals who can transform organizations while transforming themselves.
2	Continual & agile learners who are able to step into new environments& empathize from multiple perspectives, who seek to transform the world from a positive & collaborative mind-set & are not confined by local paradigms when developing solutions.

Course Outcomes (COs):

CO Number	Course Outcomes Statement	Blooms Level (in words)
CO1	INFER, what a Global Citizen Leader is Viz. a Self & socially aware individual able to work courageously & collaboratively.	Understanding (BT Level-II)
CO2	IDENTIFY boundary spanning challenges, and use different tools for activities, to take on such challenges.	Applying (BT Level-III)
CO3	Through building RELATIONSHIPS with team members arrive at a conclusion on how to transform organizations while transforming themselves.	Analysing (BT Level-IV)
CO4	Based on critical COMPARISON of different criteria develop competencies of a Global Citizen Leader.	Evaluating (BT Level-V)
CO5	ADAPT to the role of a Global Citizen Leader.	Creating (BT Level-VI)

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	Techno Proponent
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	Innovation & Leadership characteristics	CO1, 2, 3, 4, 5
2	Storytelling, Pitching.	CO1, 2, 3, 4, 5
3	Direction – Alignment – commitment	CO1, 2, 3, 4, 5
4	Fist to Five, Situation – behaviour – impact	CO1, 2, 3, 4, 5
5	360-degree feedback	CO1, 2, 3, 4, 5
6	Design thinking – Green Vs. Yellow Vs. Red light, Thinking Brainstorming & prototyping	CO1, 2, 3, 4, 5
7	After action review	CO1, 2, 3, 4, 5
8	Hero's journey	CO1, 2, 3, 4, 5

Reference Texts / Books / Websites / etc.:
Workbook, Class sessions, Hand-outs

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

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation (Continuous weekly interaction with faculty mentors)	60%
End Term Evaluation (Project Evaluation)	40%

TEC 304 - Digital Supply Chain Management

Title of the subject	Digital Supply Chain Management
Subject Code	TEC 304
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	III

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 analysing the impact of these components on the operational performance of the supply chain.

Course Objectives:

1	To be able to understand and apply: Basic Principles of Supply Chain Management (SCM)
2	To understand strategic role of Digital Supply Chain Management.
3	To be able to understand role of logistics services and its various components.
4	To be able to appreciate role of technology in supply chain and logistics functions.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	UNDERSTAND SCM concepts and its evolution through SCOR model.	Understanding (BT Level-II)
CO2	MAKE A USE OF Techniques used in SCM best practices to business cases.	Applying (BT Level-III)
CO3	ANALYSE the contribution of different modules of supply chain management and their applicability in business scenario.	Analysing (BT Level-IV)
CO4	EVALUATE the operational KPIs of supply chain and understand their significance in managerial terms.	Evaluating (BT Level-V)
CO5	CREATE the model/ steps to align the management of a supply chain with corporate goals and strategies through solving case studies.	Creating (BT Level-VI)

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	Techno Proponent
CO1		2	3	3			2
CO2			3	3	2		2
CO3			3	3			
CO4		2	3	3			
CO5		2	3	3			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Understanding Indian Logistics industry overview, issues faced and forward path, customers Vs. profit motive of LSP	CO1
2	Understanding Indian Logistics industry: Air, Rail and waterways transportation Logistics mix: Understand the scope of industry in India Limitations of various logistics modes of operations	CO1,CO2
3	Understanding Indian Logistics industry, Warehousing sector overview, issues faced and forward path, Factors deciding warehousing placement and growth, Costing a warehouse service	CO1,CO2
4	Emerging logistics sectors: Understanding of E-commerce logistics, Hyper local logistics and its applications	CO4, CO2
5	Technology in Supply Chain and Key SCM players in India: How technology can play a key role in making SCM efficient, what are different technology options and how to use them	CO4, CO2
6	Green Logistics: How Climate change will affect logistics and steps to mitigate risks	CO2
7	Basic Concept of Materials Management: a. SIPOC –Supplier Input Process Output Customer b. Working for the customer interface. c. Historical perspective-evolution of SCM and SCM philosophies	CO1, CO2
8	Techniques of Inventory Control: EOQ, EBQ, Quick Changeover, VED, ABC, FSN, Vital Few	CO3
9	Material Requirement Planning, JIT and interface with ERP Measures (Units shipped per employee, TAT, Order entry efficiency, Capacity utilisation…), Quality Measures (Number of customer complaints / returns, Damage frequency, Credit claims…), Cost Measures (Inventory cost, Distribution cost, Finance and Logistics Cost, Asset measure, Cash to cash cycle)	CO2

Sr. No.	Content	CO(s) Mapped to the Topic
10	Concept of Procurement as a Profit Centre Procurement Processes, Finance related to Procurement, Types of Funding available to ease out procurement. Purchasing Negotiations:	CO2, CO4, CO5
11	Warehousing and physical control of inventory, Management of obsolesces and disposals. E-Warehousing, Cloud Warehousing, Collaborative Warehousing, Methods and Techniques to manage the inventory within different industry warehouses. Advantage and Disadvantages of warehousing Methods of disposals of waste material, obsolete material etc.	CO3
12	Material Handling principles: Principles of Internal Logistics (Minimum Material Handling, Inbox-Outbox, concept of mizusumashi. Transportation 3PL, 4PL, Speed of Delivery, Modes, Transportation performance, costs and value measures)	CO1, CO2
13	Sustainability in Supply Chain Management Basics: Reducing carbon Footprint, Centralized procurement, Using Technology for Coordination and reducing paper wastes Learning to think sustainably, Science of Sustainability, Application of Sustainability	CO5
14	Transformation of Supply Chain through IoT and Industry 4.0 digitisation	CO5

Reference Texts / Books / Websites / etc.:

1. Huges, Michael. (2003). “Essentials of Supply Chain Management”. John Wiley & Sons.
2. Robinson, Bruce. (2016). “Essentials of Supply Chain Management”. Wilford Press.
3. Dr. Lu, Dawei. (2011). “Fundamentals of Supply Chain Management”. Ventus Publishing ApS.
4. Simchi-Levi, David. (2007). “Designing and Managing the Supply Chain”. McGraw-Hill Education.
5. Altekar, Rahul. (2005). “Supply Chain Management: Concepts and Cases”. PHI Learning Pvt. Ltd,
6. Prof. Srinivasan, G. National Programme on Technology Enhanced Learning “Introduction to Supply Chain Management”, IIT Madras (video available on NPTEL website)
7. Logistics Game Changers, a report by KPMG, 2013
8. Adding Wheels, CII report on LSPs, 2011
9. DHL TrendReport_Internet_of_things, 2015
10. Warehousing and Inventory Management, CII, 2016
11. The Green Freight Handbook, Environmental Defense Fund

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

Assessment Method:

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

QTA 303 - Business Analytics and Data Visualisation

Title of the subject	Business Analytics and Data Visualisation
Subject Code	QTA 303
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	III

Description of the subject:

The purpose of this course is to prepare students to work on some of the contemporary visual analytics tools such as Tableau &Visual Analytics etc. The choice of the tool could vary. Emphasis will be given on developing optimization model and using Excel Solver in applying LP.

Course Objectives:

1	Students should know meaning of Linear Programming (LP) and sensitivity analysis, method to solve LP problem and its applications in the areas of Supply chain, Logistics, Production, Human resource, Sales, Finance etc.
2	Students should be capable of identifying situation where LP technique can be used, formulate model and find solution to the problem using Solver.
3	Students should know frequently used methods of forecasting viz. Moving Average and Exponential Smoothing.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	DEMONSTRATE the method of formulating a LP Problem	Understanding (BT Level-II)
CO2	SOLVE LPP using Simplex method and Sensitivity Analysis	Applying (BT Level-III)
CO3	ANALYZE the methods of solving Assignment and Transportation Problems	Analysing (BT Level-IV)
CO4	JUSTIFY business decisions by creating charts and graphs	Evaluating (BT Level-V)
CO5	CREATE an interactive dashboard and story line to draw business conclusions	Creating (BT Level-VI)

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	Techno Proponent
CO1			3				2
CO2			3	2			2
CO3			3	2			
CO4			3	2			1
CO5			3	2			1

Detailed Contents:

Sr. No.	Contents	CO(s) Mapped to the Topic
1	Formulation of Linear programming example: Decision variables, Objective function and constraints. Meaning of Linearity	CO1
2	Method to solve LP problem: Simplex method	CO1
3	Sensitivity analysis: Sensitivity of coefficients in objective function, RHS of the constraints, coefficients in constraints	CO2
4	Balanced and Unbalanced Transportation problem	CO3
5	Balanced and Unbalanced Assignment problem	CO3
6	Building algebraic model and spread sheet model	CO1
7	Business Forecasting – Moving Average, Exponential Smoothing	CO3
8	Introduction to Data Visualization – Basic charts & Graphs	CO4, CO5
9	Case Study: Who should Bonus	CO4, CO5
10	Creating Calculated Fields	CO4, CO5
11	First Interactive Dashboard – UK Bank Consumer Data	CO4, CO5
12	Animated Dashboard – World Health Organisation	CO4, CO5

Reference Texts / Books / Websites / etc.:

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 – Fredrick S Hillier, Mark S Hillier (2nd Edition) (McGraw Hill Publication)
4. Tableau Your Data – Wiley Publications (4th Edition)

Recommended Case(s) to be used in the Subject: Annual Bonus, World Health Dataset, 1000 Start-ups data

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	
End Term Evaluation	

OPN 302 - IT Project Management

Title of the subject	IT Project Management
Subject Code	OPN 302
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	III

Description of the subject:

IT Project management process is an administration process for the planning and control of the services or the implementation of a project. The results of one of these processes are: delivery of the project product; achievement of the project objectives; documentation of the learning processes. This course would help students to learn about the tools and understand the techniques used in managing any IT project.

Course Objectives:

1	To understand the concepts related to Project, Program and Portfolio management and processes as defined by PMI.
2	Learn different SDLC models and their relative merits and demerits.
3	To understand finer aspects of scope management, schedule management, contract management and Risk management processes related to Project and product management scenarios.
4	Apply understanding of project management concepts to the case studies and present it via Group presentation.
5	Analyse the business scenarios to select the best choice to improve decision making abilities.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	DEFINE the competencies required for project leadership.	Remembering (BT Level-I)
CO2	DESCRIBE the management and leadership responses required to overcome the challenges in managing IT projects.	Understanding (BT Level-II)
CO3	MAKE a USE OF the knowledge of project management techniques by working out a project plan for the given case / scenario.	Applying (BT Level-III)

CO Number	Course Outcome	Blooms Level (in words)
CO4	LIST the best practices for Planning and Managing IT projects.	Analysing (BT Level-IV)
CO5	Using the project monitoring tools ASSESS the IT project status.	Evaluating (BT Level-V)

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	Techno Proponent
CO1	2		1	1	3		1
CO2	1		3		2		1
CO3		2	3	2	1	1	1
CO4				3	2		2
CO5		2	3		2	1	2

Detailed Contents:

Sr. No.	Contents	CO(s) Mapped to the Topic
1	Introduction to Project, Program and Portfolio. Processes based on PMI framework to manage Project / Program and portfolio.	CO1, CO2
2	Scope management: Key processes in Project and Product management scenarios	CO2, CO3
3	Time management: Key concepts, Developing Network diagram and to understand key concepts. Process and application in Business. 2. Earned value techniques and its usage in project environment	CO2, CO3, CO4
4	Software development life cycle concepts, Various SDLC models, comparison and selection criteria. New concepts in software development such as DevOps	CO3, CO4
5	Contract management: Key legal terms and its use in Business. Case studies to understand contractual terms and type of contracts. Overview of COBIT and ISO27001	CO3, CO4
6	Risk management: Key terms, RM Processes in project, program and portfolio management.	CO4, CO5
7	Group Case studies on SDLC, Contract management, Risk management	CO4, CO5

Reference Texts / Books / Websites / etc.:

1. Project Management in IT by Schwalbe Kathy, Publisher: New Delhi Cengage Learning 2007
2. Effective IT Project Management by Rosen Anita, Publisher: New York AMACOM 2004
3. www.pmi.org

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

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation (Case evaluation, Mid Term Evaluation)	40%
End Term Evaluation	60%

MKT 205 - Consumer Behaviour

Title of the subject	Consumer Behaviour
Subject Code	MKT 205
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	Understanding of basic concepts of Marketing Management.
Trimester/Semester	III

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 consumer 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 Objectives:

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 (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	UNDERSTAND the significance of consumer behavior and its relation in marketing strategies -STDP and 4Ps.	Understanding (BT LevelII)
CO2	APPLY the knowledge of the psychological processes in marketing decisions.	Applying (BT Level III)
CO3	EXAMINE the role of social factors and cultural factors on consumer decision process using Black Box Model.	Analysing (BT Level IV)
CO4	INTERPRET the various theoretical models of consumer decision making in appropriate marketing environment.	Evaluating (BT Level V)

CO Number	Course Outcome	Blooms Level (in words)
CO5	CONSTRUCT marketing programs based on the consumer insights	Creating (BT Level VI)

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	Techno Proponent
CO1			3	3			
CO2		2	3	3	2	2	
CO3			3	3		2	
CO4		2	3	3			
CO5		2	3	3	2	2	

Detailed Contents:

Sr. No.	Content	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

Sr. No.	Content	CO(s) Mapped to the Topic
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.:

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 Case(s) to be used in the Subject:

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

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation (Project Presentations, Mid Term Evaluation)	40%
End Term Evaluation	60%

FIN 301 - Fundamentals of Financial Management

Title of the subject	Fundamentals of Financial Management
Subject Code	FIN 301
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	III

Description of the subject:

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

Course 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 (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	ANALYSE financial statements using financial ratios.	Analysing (BT Level-IV)
CO2	CONSTRUCT projected financial statements for forecasting long-term financial needs.	Applying (BT Level-VI)
CO3	APPLY the concept of time values of money in making investment decisions.	Applying (BT Level-III)
CO4	APPLY risk, and return concepts and valuation techniques to stocks and corporate valuation.	Applying (BT Level-III)
CO5	DETERMINE the cost of debt, cost of equity and the cost of capital.	Applying (BT Level-V)
CO6	DISCUSS the role of working capital management, its components, key strategies and techniques in managing liquidity.	Creating (BT Level-VI)
CO7	EVALUATE the major sources of short-term and long-term financing available to the firm.	Evaluating (BT Level-V)

CO Number	Course Outcome	Blooms Level (in words)
CO8	APPLY capital budgeting techniques like Discounted payback, NPV, IRR including real options in investment decisions.	Applying (BT Level-III)
CO9	DISCUSS the factors influencing dividend policy.	Creating (BT Level-VI)

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	Techno Proponent
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.	Contents	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

Sr. No.	Contents	CO(s) Mapped to the Topic
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 Evaluation	60%

HR 302 - Human Resource Management

Title of the subject	Human Resource Management
Subject Code	HR 302
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	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 Objectives:

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 (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	UNDERSTAND HR processes in the organizations.	Understanding (BT Level-II)
CO2	DISCOVER an organization's human resource development & human capital management initiatives.	Applying (BT Level-III)
CO3	ANALYZE the insights on Best HR practices.	Analysing (BT Level-IV)
CO4	IDENTIFY HR processes in the organizations.	Applying (BT Level-III)

CO Number	Course Outcome	Blooms Level (in words)
CO5	APPRAISE the employee issues with sensitivity towards social and ethical aspects in the workplace.	Evaluating (BT Level-V)

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	Techno Proponent
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.	Contents	CO(s) Mapped to the Topic
1	Human Resource Management: Introduction, Evolution, Current Trends	CO1, CO2, CO3
2	Strategic HRM	CO1, CO2
3	Human Resource Planning	CO1, CO2
4	Recruitment & Selection	CO1, CO2, CO3
5	Learning, Training & Development	CO1, CO2, CO3
6	Performance Management	CO3, CO4, CO5
7	HRM in emerging workplaces: HR practices and challenges in emerging sectors like BPOs, Retail sector, IT etc.	CO3, CO4, CO5
8	Industrial relations and labour laws	CO3, CO4, CO5

Reference Texts / Books / Websites / etc.:

1. Jyothi, P & Venkatesh, D.N. (2012). Human Resource Management, Oxford University Press, 2ndEdition.
2. D'Cenzo, D, Robbins, S, Verhulst, S. (2015) Fundamentals of Human Resource Management. Wiley, 12thEdition.
3. Dessler, G & Varkkey, B (2011), Human Resource Management, Pearson, 12thEdition.
4. Noe, R. A; Hollenbeck, J. R; Gerhart, B & Wright, P.M. (2016) Human Resource Management: Gaining a Competitive Advantage. Tata McGraw-Hill, 10thEdition
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. 5thEdition.
8. Gomez-Mejia, L. & Balkin, D. & Cardy, R. (2015) Managing Human Resources. Pearson, 8thEdition
9. Beardwell, J. & Thompson, A. (2017) Human Resource Management: A Contemporary Approach, Pearson, 8thEdition
10. Saiyadain, M. (2009) Human Resources Management. Tata McGraw-Hill, Delhi, 4thEdition.
11. Stredwick, J (2008). An Introduction to Human Resource Management. Elsevier Butterworth Heinemann, 2ndEdition.
12. Harzing, Annewill & Pinnington, A. (2015) International Human Resource Management. Sage, 3rdEdition.
13. Torres-Coronas, T. (2004) e-Human Resources Management: Managing Knowledge People Idea Group Inc., 1stEdition.

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

Assessment Method:

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

TEC 302 - Emerging Technology and Business Innovation

Title of the subject	Emerging Technology and Business Innovation
Subject Code	TEC 302
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	III

Description of the subject:

Technology is advancing at a rapid pace bringing with it artificial intelligence and cognitive computing. These technologies give us an opportunity to augment and enhance human expertise to drive a new way of problem solving, improve productivity, and expose us up to new ideas across industries.

Course Objectives:

1	Overview of Artificial Intelligence & Machine Learning, with hands on experience building a live BOT.
2	Understanding the area of Internet of Thing (IOT) &its implementation.
3	Understand Block-chains, Artificial Intelligence (AI) and Robotics, Machine Learning (ML), Cloud Computing, their development, functions, applications & Challenges.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	RECALL the basic concepts and principle of working of cognitive and modern emerging technologies	Remembering (BT Level-I)
CO2	DESCRIBE the working of the Cloud Computing, AI, Machine Learning, IOT, Big Data etc.	Remembering (BT Level-II)
CO3	BUILT the use cases for Cognitive Technologies in the context of business scenarios.	Applying (BT Level-III)
CO4	ANALYSE the impact of these technologies to business and society.	Analysing (BT Level-IV)
CO5	DETERMINE a vision for a Cognitive Business by identifying impactful applications of technology.	Evaluating (BT Level-V)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical &Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1			3	2			2
CO2			3	3			2
CO3	1		3	2			2
CO4	1		3	2	1		
CO5	2		3	3			2

Detailed Contents:

Sr. No.	Contents	CO(s) Mapped to the Topic
1	Preface to Cognitive Systems, Significance & economic impact of AI	CO1
2	Live BOT Illustrations-Engines of human interaction	CO1
3	Working of Chat Bots: Third party features for the BOT, Geo location, API.	CO1, CO2
4	Goals/objectives in a small project. 'Making a chat bot'	CO1, CO2, CO5
5	Introduction to Block-chains	CO1, CO2
6	Introduction to Fin-Tech, disruption of banking functions	CO1, CO2
7	Big-Data illustrations	CO1, CO2
8	Cloud Computing and Application. Live & brief illustration of cloud services, authorisation, storage, micro services, database, real-time listeners.	CO3, CO4
9	Mobility, Cloud Platform and Applications	CO3, CO4
10	Machine Learning principles, algorithms and applications (illustration of creating a BOT in class)	CO3, CO4
11	Introduction to Artificial Intelligence (AI) and Robotics (replicating human capabilities)	CO3, CO4
12	Expanded view of various development platforms - Web, Mobile & Cloud	CO3, CO4
13	Productivity systems – policy, clean energy, smart city	CO1, 2, 3, 4

Reference Texts / Books / Websites / etc.:

1. Cognitive Technologies, Series Editors: Gabbay, D.M., Siekmann, J., Bundy, A., Carbonell, J.G., Pinkal, M., Uszkoreit, H., Veloso, M.M., Wahlster, W., Wooldridge, M. ISSN: 1611-2482 Springer
2. Smart Machines: IBM's Watson and the Era of Cognitive Computing (Columbia Business School Publishing), Oct 15, 2013 by Steve Hamm and John Kelly III
3. Cognitive Computing: A Brief Guide for Game Changers, Jan 1, 2015 by Peter Fingar and Vint Cerf
4. Daugherty, P. R., & Wilson, H. J. (2018). Human+ Machine: Reimagining work in the age of AI

5. Artificial Intelligence: A Modern Approach (3rd Edition) by Stuart Russell, Peter Norvig
6. Five Robotic Process Automation Risks to Avoid, MIT Sloan Review, 2017
7. Machine Learning Yearning by Andrew Ng (https://www.deeplearning.ai/machine-learning-yearning/)

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

1. The power of experimentation (A/B testing at Booking.com): The surprising power of online experiments by Stefan Thomke - Harvard Business School

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation (Research Application Project)	40%
End Term Evaluation	60%

TEC 305 - E-Commerce (Project based)

Title of the subject	E-Commerce (Project based)
Subject Code	TEC 305
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	Successful completion of E-Business Foundation in Trimester-I and Enterprise Business Applications in Trimester-II
Trimester/Semester	III

Description of the subject:

This course is intended for students interested in either working as a manager in an e-commerce company or entrepreneurs building their own e-commerce start-ups. It will cover the challenges of creating, growing and optimizing for profitability an e-commerce business. It will also cover the domain-specific functions of e-commerce which will enable the student to understand the business dynamics of an e-commerce business.

Course Objectives:

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 theoretical perspectives of determinants of consumer behaviour namely, psychological, cultural, and sociological factors and discuss their practical implications.
3	To illustrate consumer decision process and the underlying theoretical models.
4	To design effective marketing strategies based on consumer insights thereby driving positive disposition towards brand's offering.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	APPLY the technologies are being used in core banking solutions, Digital payments, e-Commerce etc.	Applying (BT Level-III)
CO2	UTILISE the general understanding about key business processes, process structure, and business architecture.	Applying (BT Level-III)
CO3	APPRAISE the Industry Big picture– in terms of size, growth, key players, competitive position of each player etc.	Evaluating (BT Level-V)
CO4	Based on the business processes, BUILD the ecommerce business plan.	Creating (BT Level-VI)

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	Techno Proponent
CO1		2	3		1		2
CO2			3	2			2
CO3			3				
CO4	1	2	3	3	1		2

Detailed Contents:

Sr. No.	Content	LO(s) Mapped to the Topic
1	**Project**: Students will be required to work in groups to develop a novel e-commerce business model in any industry of choice and in any portion of the consumer value chain. They will have to present how they will manage critical e-commerce components such as customer acquisition, growth hacking, creating value for manufacturers, and extracting value from consumers and from manufacturers, delivering assortment, low price and convenience. This structured and generalizable process will prove to be invaluable for students that will become managers or entrepreneurs in e-commerce. Methodology to be adopted by the students: • Secondary research • Primary research • Response analysis • Class presentation • Report submission	CO1, CO2, CO3, CO4

Reference Texts / Books / Websites / etc.: –Nil-

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

Assessment Method:

Evaluation	% of Marks Assigned
End Term Evaluation (VIVA & Presentation by Students)	100%

TEC 303 - IT Governance Risk and Compliance

Title of the subject	IT Governance Risk and Compliance
Subject Code	TEC 303
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	Successful completion of IT, E-Business specific subjects
Trimester/Semester	III

Description of the subject:

Combining discipline for better enterprise security, adopting a unified IT Governance, Risk management and Compliance (IT-GRC) approach and managing associated activities coherently. This would create efficiencies, provide holistic view, of the Enterprise IT environment and ensure accountability.

Course Objectives:

1	Understanding the need and principals of Information Security.
2	Gain understanding of the ISO 27001 framework.
3	General understanding about Corporate Governance and IT Governance, Risk and Compliance for Enterprise IT along with the global accepted standards and regulations with Indian Context.
4	Understand need for cyber security and PCIDSS.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in words)
CO1	RECALL International Governance standards and their key knowledge areas.	Remembering (BT Level-I)
CO2	RELATE the concept, principles and the need for Governance.	Understanding (BT Level-II)
CO3	IDENTIFY the gaps in governance of a compliance.	Applying (BT Level-III)
CO4	LIST globally accepted Standards and practices to a given process or business scenario.	Analysing (BT Level-IV)
CO5	RECOMMEND an appropriate control option for controlling the non-compliance and the associated risk.	Evaluating (BT Level-V)
CO6	COMPOSE a policy appropriate for a given organizational context w.r.t a specific governance or compliance standard.	Creating (BT Level-VI)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1			2		2		2
CO2			3				
CO3			3	2		1	
CO4			2	3	2		2
CO5			3	3			
CO6		2	3	3			2

Detailed Contents:

Sr. No.	Contents	CO(s) Mapped to the Topic
1	ISO-27001 Domains	CO1
2	Compliance and Audit Process: ISMS Compliance, IT Audit Process	CO1
3	Information Technology Governance: ISACA and IT Governance Institute.	CO2
4	COBIT: Fundamentals of COBIT and its evolution. COBIT as a Business Framework for the Governance and Management of Enterprise IT.	CO2, CO3
5	IT ACT 2000 (With Amendment 2008): Need for an IT Act.	CO2
6	Introduction to SSAE 16 standards. History of AICPA standards. Key difference between SSAE16 and SSAE18	CO2, CO3
7	GDPR and HIPAA	CO2, CO3
8	Cyber Security and PCI DSS	CO3
9	Cloud Security, RBI and SEBI	CO3

Reference Texts / Books / Websites / etc.:

1. Information Security: https://www.iso.org, https://www.iso27001security.com/html/27001.html
2. Information Technology Governance: https://www.isaca.org
3. COBIT: https://cobitonline.isaca.org/about
4. IT Act 2000 (With Amendment 2008): https://meity.gov.in/content/information-technology-act
5. SSAE 16 / 18: https://www.aicpa.org
6. GDPR and HIPAA: https://eugdpr.org/, https://compliancy-group.com/hipaa/
7. Cyber Security and PCI DSS: https://www.nist.gov/topics/cybersecurity, https://www.pcisecuritystandards.org/
8. Cloud Security, RBI and SEBI: https://cloudsecurityalliance.org/, https://www.rbi.org.in/, https://www.sebi.gov.in/

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

Assessment Method:

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

Second Year – Course Abstract

Trim IV	**Marketing**	**Finance**	**Operations**	**HR**
General Management	Summer Internship Project*	Summer Internship Project*	Summer Internship Project*	Summer Internship Project*
	Integrative Manager - I*	Integrative Manager – I*	Integrative Manager – I*	Integrative Manager – I*
	International Business*	International Business*	International Business*	International Business*
Operations/ Quantitative Techniques	Advance Business Analytics	Advance Business Analytics	Advance Business Analytics	Advance Business Analytics
E-Business Specific	Digital Business & Strategy*	Digital Business & Strategy*	Digital Business & Strategy*	Digital Business & Strategy*
	Financial Technology (Fin-Tech)	Financial Technology (Fin-Tech)	Financial Technology (Fin-Tech)	Financial Technology (Fin-Tech)
Industry vertical	Capital Market, Consulting, Entrepreneurship (Select anyone)			
Functional Areas	Product & Brand Management	Advance Financial Management	World Class Manufacturing	Employee Relations, Industrial Relations and Labour laws
	B2B Technology Marketing	Wealth Management	Enterprise IT Management	Competency Assessment, Management and Performance Management Systems
	Customer Experience Management	Financial Risk Management	Customer Experience Management	Total Rewards (Compensation and benefits)
Total Courses	10	10	10	10
Total Credit Points	24.0	24.0	24.0	24.0

Indicates Half Credit

Trimester - V	**Marketing**	**Finance**	**Operations**	**HR**
General Management	Integrative Manager - II	Integrative Manager – II	Integrative Manager – II	Integrative Manager – II
	Business Ethics and Sustainability	Business Ethics and Sustainability	Business Ethics and Sustainability	Business Ethics and Sustainability
Functional Areas	Direct Marketing	Strategic Cost Management*	Operation Analytics*	Global and National Workplace Planning and HR Audit
	Customer Relationship Management (CRM)	Corporate Tax Planning and Fiscal Policy*	Excellence in Manufacturing and Sustainability	Organizational Development and Change Management
	Sales Management and Sales Promotion*	Security Analysis and Portfolio Management	Business Process Re-engineering and Improvements*	Global and Strategic HRM
	Integrated Marketing Communication	Corporate Law*	Design and New Product Development*	
Total Courses	5	6	6	5
Credit Points	13.5	13.5	13.5	13.5

Trimester - VI	**Marketing**	**Finance**	**Operations**	**HR**
General Management	Functional Specialisation Project	Functional Specialisation Project	Functional Specialisation Project	Functional Specialisation Project
Total Courses	1.0	1.0	1.0	1.0
Credit Points	3.0	3.0	3.0	3.0

(The Subject Area classification can be updated as per institute policy)

Indicates Half Credit

TRIMESTER - IV

Sr. No.	Subject Code	Subject Title	Credits	Hours
1	GM 450	Summer Internship Project	1.5	-
2	GM 401	Integrative Manager - I	1.5	16
3	GM 402	International Business	1.5	16
4	QTA 402	Advance Business Analytics	3	30
5	TEC 402	Digital Business and Strategy	1.5	16
6	TEC 403	Financial Technology (Fin-Tech)	3.0	30
7	FIN 405 GM 405 GM 406	Capital Markets Fundamentals Consulting Entrepreneurship	3.0	30
		Total (Core Subjects)	**15**	**138**
Marketing Specialisation				
	MKT 401	Product and Brand Management	3	30
	GM 407	B2B Technology Marketing	3	30
	GM 407	Customer Experience Management	3	30
Finance Specialisation				
	FIN 401	Advance Financial Management	3	30
	FIN 403	Wealth Management	3	30
	FIN 404	Financial Risk Management	3	30
Operations Specialisation				
	OPN 410	World Class Manufacturing	3	30
	OPN 409	Enterprise IT Management	3	30
	GM 407	Customer Experience Management	3	30
Human Resource Specialisation				
	HR 402	Employee Relations, Industrial Relations and Labour Laws	3	30
	HR 401	Competency Assessment, Management and Performance Management Systems	3	30
	HR 403	Total Rewards (Compensation and Benefits)	3	30
		Total (Specialisation Electives)	**9**	**90**
		Grand Total	**24.0**	**228**

General Management

GM 450 - Summer Internship Project

Title of the subject	Summer Internship Project
Subject Code	GM450
No. of Credits	1.5
No. of Hours	Two Months
No. of Sessions	-
Marks	50 marks
Pre-requisite Subject(s), if any	Refresh important concepts, frameworks, etc. in the areas of Marketing, Finance, HR & Operations
Trimester/Semester	IV

Description of the subject:

Summer Internship is one of the most important application pedagogies undertaken by a management student during his 2 years stay with us, at WeSchool. The student has an opportunity to apply his/her theoretical knowledge i.e., concepts &frameworks relevant to the area in which he is engaged during the internship. Additionally, the student also gets a first- hand feel & experience of corporate life & the various nuances that go with it. This application subject is given equal importance as any other subject/course and together with academia & industry mentors the students are guided all the way, from pre-preparation to report writing post completion of the internship.

Course Objectives:

1	To sharpen and enhance student's skills and abilities in understanding organizations relationships with its business environment, comprising customers, competitors, and other external forces, & assessing market opportunities, in the context of its strengths and weaknesses.
2	To experience real time & real-life business situational issues and the selection and application of appropriate theoretical knowledge in the decision-making process.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	BUILD experience of working in a corporate environment.	Applying (BT Level-III)
CO2	APPLY theoretical concepts in work life. Develop skills for such work.	Applying (BT Level-III)
CO3	ANALYSE the delivery on targets set by the company offering the internship, based on expected results.	Analysing (BT Level-IV)
CO4	DEFEND successfully the points being made on the basis of practical field work, picking which points to emphasise. Communicate effectively on the tasks performed.	Evaluating (BT Level-V)

CO Number	Course Outcome	Blooms Level (in word)
CO5	DETERMINE the flow of points to be put forward in a professional manner.	Creating (BT Level-VI)

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	Techno Proponent
CO1			2	3			
CO2			2	3			
CO3			2	3			
CO4			2	3			
CO5			2	3			2

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Project Problem synthesis & understanding	CO1, CO2, CO3, CO4, CO5
2	Pre-preparation & Academia Mentor interaction	CO1, CO2, CO3, CO4, CO5
3	Industry Mentor Interaction & Introduction	CO1, CO2, CO3, CO4, CO5
4	On-field application	CO1, CO2, CO3, CO4, CO5
5	Report writing & submission	CO1, CO2, CO3, CO4, CO5

Reference Texts / Books / Websites / etc.: Refer to all core subject textbooks as prescribed in the 1st Year.

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	40 % (continuous interaction with faculty members)
End Term Evaluation	60 % (post report submission, viva voce)

GM 401 - Integrative Manager – I

Title of the subject	Integrative Manager - I
Subject Code	GM401
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

This course is designed to provide students with an integrated, real-life perspective of strategic business functions. The three theoretical learning areas are Strategic management, High performance leadership and Managerial Process skills. Various facets of these learning outcomes are visited through lectures and cases. The lectures are designed to create a model based strategic framework and the cases are applications of these principles.

Course Objectives:

1	This course is designed to provide students with an integrated, real-life perspective of strategic business functions.
2	The focus is on three theoretical learning areas: Strategic Management, High Performance Leadership and Managerial Process skills.
3	The lectures are designed to create a model based strategic framework and will be followed by cases in the following subject which are applications of these principles.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	ILLUSTRATE with real-life examples how a company formulates vision, mission, goals, and objectives.	Understanding (BT Level-II)
CO2	ILLUSTRATE industry analysis by using models and frameworks like Porter's Five Forces Model, PESTLE, SWOT analysis, McKinsey 7S Framework, Mintzberg 5Ps.	Understanding (BT Level-II)
CO3	IDENTIFY how technology, big data and operational strategy can be used in strategic decisions.	Applying (BT Level-III)
CO4	IDENTIFY the impact of the economic and business environment on strategy by using tools like PESTLE and SWOT analysis.	Applying (BT Level-III)
CO5	EXAMINE the role that ethics, values, corporate culture, social responsibility play in an organisation.	Analysing (BT Level-IV)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1	2			3		2	
CO2	2			3		2	
CO3	2	2	3	3	3	2	
CO4	2	2	3	3	3	2	
CO5	2	2	3	3	3	2	

Detailed Contents:

Sr. No.	Contents	CO(s) Mapped to the Topic
1	Vision, Mission, Goals, Objectives – how to build a road map of goals and how to achieve them	CO1, CO2
2	Industry Analysis – PESTLE, SWOT, Five Forces Model, Spotting opportunities w.r.t. product and industry Generic Strategies: Mc Kinsey 7S Framework, Mintzberg 5Ps, Sustainable Strategic Advantage, Diversification, Positioning and Alignment Strategies, BCG Matrix, Ansoff, New Product Development, Product Life Cycle	CO1, CO2, CO3, CO4, CO5
3	Technology and its role in business strategy.How technology can be used to achieve business objectives	CO3, CO4, CO5
4	Managing Operational Strategy, Managing Internal Operations: Actions that promote Good Strategy Execution, Start-ups and relate disuses	CO3, CO4, CO5
5	Big Data, Analytics, Machine Learning, AI and their impact on strategy	CO3, CO4, CO5
6	Evaluating a Company's Resources, Capabilities and Competitiveness. Impact of the Economic Environment on Business Strategy	CO3, CO4, CO5
7	Strategy, Ethics, and Social Responsibility Building an organization capable of Good Strategy Execution Organisation Structure – alliances & integration Emerging Business Models, Future of Work Changing Values of Workforce Strategic Renewal Corporate Culture and Leadership: Keys to Good Strategy Execution. Leadership to manage Corporate Culture, Performance and ensure Good Strategy Execution Organisational culture challenges – cross border/cross cultural setting	CO3, CO4, CO5

Reference Texts / Books / Websites / etc.:

1. Crafting and Executing Strategy: The Quest for Competitive Advantage 16th Edition, Authors: Thompson, Strickland, Gamble& Jain, Publisher: Tata McGraw Hill Education Private Limited

2. What is Strategy? (HBR article) Porter 96608 1996 21p
3. Understanding Industry Structure (HBS note) Porter 707493 2006 16p
4. Creating Competitive Advantage (HBS note) Ghemawat&Rivkin 798062 1998 21p
5. Why System, Not Structure, Is the Way Toward Strategic Alignment: A Historical Perspective (HBP newsletter) Kaplan & Norton B0607A 2006 5p
6. Quantitative Analysis of Competitive Position: Customer Demand and Willingness to Pay (HBS note) Collis 711495 2011 11p
7. Competitive Strategy, Michael Porter

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

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation (Case study discussion, Group Presentation)	40%
End Term Evaluation	60%

GM 402 - International Business

Title of the subject	International Business
Subject Code	GM402
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

As economies move from developing to develop and as saturation sets in for businesses in developed economies, such economies are compelled to look beyond domestic markets to continue their growth trajectory. Additionally, developing an emerging economy, requires a healthy export-import business to facilitate its growth. Hence in today's interdependent global world, it is very important for students to understand the concept of International Business. This course will help students acquire knowledge, skills and abilities to understand the global economic, political, cultural and social environment within which nations & firms operate. It will also enable students to formulate and execute strategies, plans and tactics to succeed in international business ventures.

Course Objectives:

1	To provide students with a comprehensive understanding of role, scope, relevance &importance of international business necessary for a healthy economy.
2	To familiarize students with the concepts, framework and policies at national &international levels that facilitates globalization.
3	To sensitize students to economic aspects & implications e.g., Balance of Payments, etc. critical to a country‘s GDP & a company‘s growth prospects.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	DEVELOP a thorough understanding of the real global business environment.	Applying (BT Level-III)
CO2	ASSESS business opportunities at the international level.	Evaluating (BT Level-V)
CO3	ANALYSE and respond to the local and global marketplace challenges.	Analysing (BT Level-IV)
CO4	FORMULATE business strategies in the complex global, social & legal environment.	Creating (BT Level-VI)
CO5	DISCUSS, strategize & leverage on the globalization route towards enhancing return on investments, optimal use of resources & capacity optimization	Creating (BT Level-VI)

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	Techno Proponent
CO1					3		
CO2				2	3		
CO3			3		3		
CO4		2	3		3		
CO5		2	3	2	3		

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Overview of international marketing and business	CO1
2	Mimpact of pestle factors	CO1
3	Pestle factors affecting international Marketing and international business	CO1, CO2
4	Value addition	CO2, CO3
5	International pricing	CO1, CO3
6	Terms of payments in	CO1, CO2, CO3
7	Arbitration	CO2, CO3
8	Risk insurance	CO1
9	Export finance	CO1
10	International entry methods	CO1, CO3, CO4, CO5
11	Government influence in trade	CO1, CO3, CO4
12	International marketing and business strategies	CO1, CO3, CO4, CO5
13	Incentives	CO1, CO3
14	EPCG and EOU	CO1
15	Trade Agreements	CO1, CO3, CO4, CO5

Reference Texts / Books / Websites / etc.:

1. Anant K Sundaram and J Stewart Black (2012), International Business, PHI New Delhi, EasternEconomy Edition.
2. Cavusgil, S. T., Knight, G. A., & Riesenberger, J. R. (2020). International business the new realities. Boston: Pearson.

3. Charles Hill (2008), International Business – Competing in the Global Marketplace, The Tata McGraw Hill publishing Company Ltd.
4. Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2004). International business: Environments and operations. Upper Saddle River, N.J: Prentice Hall.
5. J Stewart Black; Anant K Sundaram (1996), International Business Environment, The Text and Cases- – Prentice Hall India.
6. Mike W. Peng; Klaus E. (2019). International Business, Cengage Learning EMEA
7. P. Subba Rao (2nd Edition), International Business Text and Cases, Himalaya Publishing House,Nagpur.

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

Assessment Method:

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

QTA 402 - Advance Business Analytics

Title of the subject	Advance Business Analytics
Subject Code	QTA402
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	Should have successfully completed Business Analytics in Trimester - III
Trimester/Semester	IV

Description of the subject:

Python is open source, interpreted, high level language. Python provide great functionality to deal with mathematics, statistics and scientific function. It provides great libraries that deals with data science application. This course will introduce the learner to the basics of the python programming environment, including fundamental python programming techniques.

Course Objectives:

1.	How to use python to create Plots and graphs
2.	Use the NumPy library to create and manipulate arrays.
3.	Use the pandas module with Python to create and structure data.
4.	Learn how to work with various data formats within python, including: JSON, HTML, and MS Excel Worksheets.
5.	Create data visualizations using matplotlib and the seaborn modules with python. To treat the missing values in the data.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	RECALL types of charts and graphs for analysis	Remembering (BT Level-I)
CO2	ILLUSTRATE different ways of data handling techniques for extracting structured data.	Remembering (BT Level-II)
CO3	Make USE of descriptive statistics to draw inferences about variables in the data.	Applying (BT Level-III)
CO4	ANALYSE qualitative data by using text mining techniques.	Analysing (BT Level-IV)
CO5	INTERPRET word cloud based on bag of words by applying text analytics.	Evaluating (BT Level-V)
CO6	DERIVE the sentiments associated with the qualitative data analysis.	Creating (BT Level-VI)

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	Techno Proponent
CO1			3	2			1
CO2			3	2			1
CO3			3	2			1
CO4			3	2			1
CO5			3	2			1
CO6	2		3	2	2		1

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to Python programming: import libraries; conditions and loops in Python; defining variables and strings	CO1
2	Data visualization: Importing excel files and CSV files in Python; Basic visualizations; Bar plot, Box plot – outlier detection; line chart; scatter plot.	CO1, CO2, CO3
3	Descriptive statistics: Obtaining descriptive statistics in Python and its interpretation.	CO1, CO2
4	Data loader Libraries: numpy, pandas, hd5	CO1, CO2, CO3
5	Building Simple Linear Regression Model and Multiple Linear Regression Model; interpretation of the output.	CO1, CO2, CO3, CO4
6	Logistic Regression Model – Interpretation of output.	CO3, CO4, CO5, CO6
7	Data Science Project	CO3, CO4, CO5, CO6

Reference Texts / Books / Websites / etc.:

1. Boschetti, A., & Massaron, L. (2016). Python data science essentials. Packt Publishing Ltd.
2. VanderPlas, J. (2016). Python data science handbook: Essential tools for working with data. "O'Reilly Media, Inc.".
3. Lubanovic, B. (2014). Introducing Python: Modern Computing in Simple Packages. "O'Reilly Media, Inc.".
4. McKinney, W. (2012). Python for data analysis: Data wrangling with Pandas, NumPy, and IPython. "O'Reilly Media, Inc.".

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

Assessment Method:

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

TEC 402 - Digital Business and Strategy

Title of the subject	Digital Business and Strategy
Subject Code	TEC402
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

Students should have already undergone First year courses on technology and basics of ecommerce and digital marketing. This course develops a strategic perspective on applying digital technology to transform existing brick and mortar organizations into Digital Enterprises and discusses strategic and competitive imperatives for platform-based businesses as well as business models in the context of new age technology-based businesses.

Course Objectives:

1	Widens the understanding about the IT Industry and its business dynamics.
2	Teaching students how to strategize an IT/Digital lead Business transformation.
3	Teaching how to create new business models in for an e-commerce / platform-based firm.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	DEFINE the role of Information technology in creating a competitive advantage for businesses.	Remembering (BT Level-I)
CO2	INTERPERT the role of Information technology in transforming businesses.	Understanding (BT Level-II)
CO3	ILLUSTRATE tools and frameworks for developing a strategy for a corporate or a pure play digital business.	Understanding (BT Level-II)
CO4	ANALYSE the competitive position of a firm using SWOT analysis.	Analyzing (BT Level-III)

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	Techno Proponent
CO1		2	2	3	2		3
CO2		2	2	3	2		
CO3	2	3	3	3	3	2	3
CO4	2	3	3	3	3	2	3

Detailed Contents:

Sr. No.	Contents	CO(s) Mapped to the Topic
1	Digital Transformation Concepts - markets, environment and structure	CO1, CO2, CO3
2	The five domains of digital transformation - a holistic framework	CO1, CO2, CO3
3	Managing the platform	CO2
4	Case Studies on Digital Transformation	CO3, CO4
5	Formulating a Digital Strategy (Keeping in mind new technology)	CO3,CO4
6	Organizational challenges and Change management for digital transformation	CO3,CO4
7	Simulation Exercise – for Digital Transformation	CO3, CO4
8	Simulation Exercise – for Digital Transformation	CO3,CO4

Reference Texts / Books / Websites / etc.:

1. Laudon and Laudon (2018), Managing a Digital Firm, McGraw Hill
2. NASSCOM reports on IT Industry.
3. IAMAI Reports on Ecommerce Industry
4. Gartner's predictions on Emerging Technologies

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

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation: Class Participation	40%
End Term Evaluation	60%

TEC 403 - Financial Technology (Fin-Tech)

Title of the subject	Financial Technology (Fin-Tech)
Subject Code	TEC403
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	Successful completion of IT and Finance course in previous trimesters
Trimester/Semester	IV

Description of the subject:

Global investment in Fin-Tech companies reached $111.8 billion in 2018, with deal sizes expected to grow dramatically in 2019, and a greater interest in artificial intelligence and block-chain technologies. [KPMG, 2018]
As this innovation continues to disrupt and revolutionize the provision of financial services across industries, more organizations will need to familiarize themselves with the necessary regulatory frameworks and infrastructure.

Course Objectives:

1	Develop understanding on complex financial services and innovation.
2	Develop understanding of the industry by knowing who is driving innovation and how Fin-Tech will have an impact.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	INFER regulatory framework in the country.	Understanding (BT Level-II)
CO2	DEMONSTRATE application of Information Technology in the financial service sector.	Understanding (BT Level-II)
CO3	INTERPRET the factors associated with technology in financial service sector.	Understanding (BT Level-II)
CO4	ANALYSE the problem faced by a real-world company.	Analysing (BT Level-IV)
CO5	ESTIMATE innovation and growth of the financial service sector.	Evaluating (BT Level-V)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1			1	2		2	
CO2	1	2	3	1	1		3
CO3	1	3	3	1	1		3
CO4	2	2	3	2		1	
CO5	2		3				3

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Indian Banking & Regulatory Framework	CO1
2	Reshaping the Banking and Payments Industry	CO2
3	Finance and the Technology: Foundation of Commercial Banking and Fintech	CO3
4	Harnessing Data with Artificial Intelligence and Machine Learning	CO3
5	The future Role of Automation in the Financial Service sector.	CO4
6	Block-chain And Crypto-currency, Information Security	CO4
7	Future of Fin-tech: a strategy for incumbents and start-ups that Fin-Tech innovation.	CO5
8	Group Capstone Project	CO5

Reference Texts / Books / Websites / etc.:

1. Brown, S. (2020). The Innovation Ultimatum: How six strategic technologies will reshape every business in the 2020s. John Wiley & Sons.
2. King, B. (2018). Bank 4.0: Banking everywhere, never at a bank. John Wiley & Sons.
3. Sidelov, P. (2018). The World Of Digital Payments: Practical Course (FinTech). Kindle Edition.
4. Chishti, S., Craddock, T., Courtneidge, R., & Zachariadis, M. (Eds.). (2020). The PAYTECH Book: The Payment Technology Handbook for Investors, Entrepreneurs, and FinTech Visionaries. John Wiley & Sons.

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

YouTube Videos: Inside the cryptocurrency revolution: Bitcoin

https://www.youtube.com/watch?v=u-vrdPtZVXc
https://www.youtube.com/watch?v=Pl8OlkkwRpc
https://www.youtube.com/watch?v=-EoNrg_DR3s

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation	60%
End Term Evaluation (Project Report)	40%

Industry Vertical (Electives)

FIN 405 - Capital Markets Fundamentals

Title of the subject	Capital Markets Fundamentals
Subject Code	FIN 405
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	Successful completion of 1^{ST} Year Finance Courses
Trimester/Semester	IV

Description of the subject:

Capital market fundamentals give an overview of functioning of capital market. It helps to learn about fundamental and technical analysis of a stock to arrive at its fair value.

Course Objectives:

1	To understand about capital markets.
2	To equip students with the knowledge of understanding the business of the company which will enable them to analyse a company in detail to find out the intrinsic worth of a company through fundamental and technical analysis.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	ANALYSE capital markets.	Analysing (BT Level-IV)
CO2	ANALYSE the relationship between Macroeconomic fundamentals and markets.	Analysing (BT Level-IV)
CO3	EVALUATE pricing and valuation of equity.	Evaluating (BT Level-V)
CO4	ASSESS why equities are preferred for investments by doing Economic and Technical Analysis.	Evaluating (BT Level-V)
CO5	APPLY Fundamental analysis that they can use to arrive at the fair value of equity.	Applying (BT Level-III)
CO6	CONSTRUCT Financial projections for a company.	Applying (BT Level-VI)

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	Techno Proponent
CO1			3	2			
CO2			3	2			
CO3			3	2			
CO4			3	2			
CO5			3	2			
CO6			3	2			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to Capital Markets- Definition, types, regulatory aspects etc.	CO1
2	Privatization and globalization and its relevance to the Indian Capital Markets: pre and post era, its effects on Indian Capital Markets.	CO1
3	Match between Investor needs and Investment avenues: Investor preferences, various investment avenues, matching of both.	CO2
4	Industry Analysis and Company Analysis: Importance of doing industry analysis for company analysis. Competitive advantage of a company vis-a-vis its peers in the same industry. How to analyse a company depending on the industry.	CO3
5	Economic Analysis: Macro economic factors affecting industry and company.	CO3
6	Technical Analysis: Meaning, types of charts- line chart, bar chart, point and figure chart and candlestick chart, introduction to patterns and types.	CO4
7	Fundamental Analysis: Parameters, use, financial statement analysis, finding intrinsic value of a stock, arriving at conclusion.	CO5
8	Company presentation: economic, technical, and fundamental analysis.	CO5, CO6

Reference Texts / Books / Websites/ etc.:

1. Benjamin Graham - Intelligent Investor Revised Edition – Harper Business Essentials - An imprint of Harper Collins Publishers.
2. Benjamin Graham and David Dodd - (July 2017) Security Analysis 6th Edition-McGraw Hill Publication
3. Aswath Damodaran - Valuation- 2nd Edition-Wiley
4. Chetan Parikh- (2005) – India's Money Monarchs - Variety Book depot.
5. Peter Lynch - (2000) - One Up the Wall Street - Published by Simon Schuster

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

Assessment Method:

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

GM 405 - Consulting

Title of the subject	Consulting
Subject Code	GM 405
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

The students aspire to become consultants either by joining consulting companies or branching out on their own after several years of corporate experience. Consulting could take several forms and would also vary based on the domain of expertise/services which a consultant wishes to offer. The nature of assignments and challenges thrown at them by clients are also very diverse and very situational. However certain core skills are required for consultants are similar across the diaspora of consultants. The course therefore aims at sensitizing students to these core consulting skills.

Course Objectives:

1	Aims to sensitizing students to the lifecycle of consulting as well as provide opportunity for them to integrate functional knowledge gained from various courses.
2	Help them mentally mapping/applying it to the wide variety of real-life business scenarios.
3	The course would also provide opportunity to interact with practicing consultants from a variety of domains areas who will share some of their consulting experiences thereby enabling students to observe how consulting works in practice.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	DEMONSTATE the knowledge on typical general management consulting.	Understanding (BT Level-II)
CO2	BUILD the problem statement, an approach, and communicate effectively, while solving a problem.	Applying (BT Level-III)
CO3	ANALYSE the IT alignment with business by defining SLAs for IT infrastructure services.	Analysing (BT Level-IV)
CO4	CREATE Service Level Agreement, IT policies, Standard Operating Procedures.	Creating (BT Level-VI)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1			3	3	2	1	
CO2		1	3	3		1	1
CO3			3	3			2
CO4		2	3	3			

Detailed Contents:

Topic No.	Topic and Subtopics to be Covered	CO(s) Mapped to the Topic
1	Overview of consulting, Consulting Offerings & Industries, Different Types of consulting	CO1
2	Introduction to SDLC	CO2
3	Agile Framework	CO1, CO2
4	Introduction to ERP, ERP, CRM Architecture, Building Client Relationship, Credibility Matrix, Techniques to build client relationship, Obstacles to Build Client relationship	CO2, CO4
5	Case studies: Alignment Vs Autonomy, Cross-Pollination, Tribes & Chapters, Innovation Vs Predictability Relative Estimations, Planning	CO3
6	Case Study: How to handle Difficult conversation	CO4
7	Requirements Gathering Techniques, Requirement Classification, WBS Approach Inquiry Vs Advocacy	CO1, CO2, CO4
8	Overview of Project Management: Project Planning: Gantt chart usage by Capstone Project, Waterfall Vs Agile Project planning.	CO2, CO4
9	User Experience Consulting	CO4
10	IT Multi-sourcing	CO4
11	Story boarding	CO3, CO4
12	Key Account Management Emotional Intelligence: Emotional Agility	CO1, CO4
13	RFP Overview Working with Data	CO1, CO3

Reference Texts / Books / Websites / etc.:

1. Mick Cope (2000), The Seven Cs of Consulting, Prentice Hall
2. The McKinsey Way published by McKinsey and Company.

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

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation: Assignments, Class Participation, Presentation etc.	40%
End Term Evaluation: Projects	60%

GM 406 - Entrepreneurship

Title of the subject	Entrepreneurship
Subject Code	GM 405
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

The narrow definitions have described entrepreneurship as the process of designing, launching and running a new business, which is often initially a small business, or as the "capacity and willingness to develop, organize and manage a business venture along with any of its risks to make a profit." (Source: https://en.wikipedia.org/wiki/Entrepreneurship)

This course aims to make students understand the journey of taking an idea to the market. It involves understanding the various aspect of creating a Business Plan.

Course Objectives:

1	Tools, Techniques & frameworks for: Understanding the ingredients of a Business Plan.
2	Introduction and Application of the Lean Methodology to Business Planning
3	Opportunity validation- The Seven Domain Framework by John Mullins, KD’s dashboard & Porter’s five forces model.
4	Market sizing
5	Business model creation- Oster alder’s framework & KD’s checklist.
6	Optimising Operations.
7	Cash Flow Analysis- A banker’s perspective & lessons for an entrepreneur/project manager.
8	Valuation of an SME- Different methods involved, different types of investors.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	CHOOSE the broad framework of the process to be followed to bring an idea into reality using the tools and techniques learnt.	Remembering (BT Level-I)
CO2	ILLUSTRATE how Top management evaluate a new project before investing in a Start-up.	Understanding (BT Level-II)

CO Number	Course Outcome	Blooms Level (in word)
CO3	IDENTIFY the difference between a 'Value Proposition' & a 'Business Proposition'.	Applying (BT Level-III)
CO4	ANALYSE the unique & sustainable Business Models.	Analysing (BT Level-IV)
CO5	ASSESS a business model to improve efficiencies of the operations, cash flow management etc.	Evaluating (BT Level-V)
CO6	BUILD a business plan document.	Creating (BT Level-VI)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1			2	1	1		
CO2		1	3		2		
CO3	1	1	3	1	1	1	
CO4	1	2	3		2		
CO5		2	3	1	2		
CO6			2	2			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Perspective for an entrepreneur	CO1
2	Understanding & Applying the Lean methodology	CO1, CO2
3	Opportunity validation- Domain Frameworks	CO2, CO3
4	Market sizing & sales forecasting- different techniques. Market diffusion curve etc.	CO3, CO4
5	Creating unique Business models, Operations, Cash flow Management etc.	CO4, CO5
6	Operations Management	CO5
7	Valuation- Types of Investors, contemporary M&A, privately owned company, different types of investors.	CO5
8	Creating a Roll-out plan	CO6
9	Writing a Business Plan and Presentations	CO6

Reference Texts / Books / Websites / etc.:

1. The Art OF Start- Guy Kawasaki (Video & Book)
2. The New Business Road Test- John Mulins
3. Getting to Plan B- John Mullis & Randy Komisar
4. Relevant case studies
5. Various articles/ case studies form HBR, London Business School etc.

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

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation: Classroom presentations	40%
End Term Evaluation: Project Presentations	60%

Marketing Specialisation

MKT 401 - Product and Brand Management

Title of the subject	Product and Brand Management
Subject Code	MKT401
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

This course will help the students to identify critical information needed to develop a product and brand strategy that generates both quick-wins and long-term value. Students will be able to be in position to create an activity plan to bring brand strategy to life - both externally towards consumers and internally to employees. They will be able to define the right metrics for determining success in the implementation of product and brand strategy.

Course Objectives:

1	Examines the tools and techniques available for strategic marketing of products and brand planning.
2	Develop an understanding on product policy, selection and product market strategies.
3	Develop an understanding of NPD, brand equity & brand building.
4	Enable the students to understand business environment, at local national & global level, before formulating strategies.
5	To demonstrate the importance of brand equity and their valuation.

Course Outcomes (COs):

CO Number	Course Outcomes Statement	Blooms Level (in word)
CO1	DEVELOP a thorough understanding of product management framework.	Applying (BT Level III)
CO2	DEVELOP a thorough understanding of brand management framework.	Applying (BT Level III)
CO3	ANALYZE and respond to the local and global marketplace challenges for products and brands.	Analysing (BT Level IV)
CO4	FORMULATE product strategies in the complex global environment.	Creating (BT Level VI)
CO5	DISCUSS, strategize & leverage on the brand positioning, equity and image for a brand.	Creating (BT Level VI)

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	Techno Proponent
CO1		2	3	3	2		
CO2					2		
CO3		2		3			
CO4		2	3		2		
CO5		2	3	3	2		

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to product management: Role of product management in contemporary marketing environment	CO1
2	Product policy issues	CO1
3	Product marketing planning process/Annual product plan Product analysis: category/competitor/customer/ demand	CO1
4	Developing a product strategy new product development strategy, innovation, opportunity identification	CO2
5	Idea Generation, Idea Management Design Process	CO2
6	Marketing Mix Modelling and Factors Influencing consumer decision making	CO2, CO3
7	Testing and Improving New Products	CO3
8	Market Selection & direction: Role of Product Portfolio planning	CO3, CO5
9	Managing existing products over PLC	CO3, CO4
10	Understanding brands and the brand building process	CO3, CO4
11	Brand Equity – basics, Brand Positioning, Brand Identity	CO3, CO5
12	BrandArticulation:ArticulatingbrandidentitythroughBrandDesign-Logos,Name,Packaging, Mascot	CO3, CO5
13	Brand Execution: Executing brand identitythrough IMC	CO3, CO5
14	Brand Extensions: Extending brand identity through line and category extensions	CO3, CO5
15	Managing Global Brands	CO3, CO5

Reference Texts / Books / Websites / etc.:

1. Ramanuj Majumdar, (2017) Product Management in India. New Delhi: Prentice Hall
2. Baker, M & Hart, S, Product Strategy and Management, Prentice Hall
3. Morse, S, Successful Product Management, Kogan Page
4. Hisrich, R, and Peters, M, Marketing Decisions for New and Mature Products, 2nd Edition, Prentice Hall,
5. Lehman, DR and Winer, Product Management, New Delhi: Tata Mcgraw Hill.
6. Keller, K,(2013) Strategic Brand Management, 4th Edition, Prentice Hall, New Jersey

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

1. Maggi Crisis- Nestle HBS
2. Lifebuoy Unilevers HBS

Assessment Method:

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

GM 407 - B2B Technology Marketing

Title of the subject	B2B Technology Marketing
Subject Code	MKT 410
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

The market for IT products and services is huge; and the B2B market in general is quadruple the size of the consumer market. The companies particularly Technology companies sell to other companies effectively, to succeed in this sector.

Course Objectives:

1	To understand organizational buying behaviour and the needs of their target audiences, and by creating, delivering and measuring value.
2	Understand the strategies, tools and techniques of successful business marketing with a specific focus on IT products and services.

Course Outcomes (COs):

CO Number	Course Outcomes Statement	Blooms Level (in word)
CO1	SHOW the difference between Business markets and consumer Markets with needs and requirements.	Understanding (BT Level-II)
CO2	SUMMARISE to fulfilment and delivery of the values to the business customers for the long lasting, mutually benefits.	Understanding (BT Level-II)
CO3	PLAN the marketing strategies based on market requirements, market reach and market leadership.	Applying (BT Level-III)
CO4	INSPECT the business market requirements into the company’s business strategy.	Analysing (BT Level-IV)
CO5	DEVELOP a long-term customer centric value propositions to business.	Creating (BT Level-VI)

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	Techno Proponent
CO1			3		2		1
CO2	1		2	2			1
CO3	1	2	3	2			2
CO4	2		3		2		1
CO5	2		3				1

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to B2B Marketing, differences between Business & Consumer Marketing	CO1
2	Business Markets; Inadequacies of traditional approaches to Business Marketing	CO2
3	Business Buying Behaviour; Organizational Factors affecting Purchasing Decisions.	CO1
4	Product Marketing & Managing Marketing Processes and distribution Channels.	CO1
5	Branding in B2B Technology Marketing, B2B Advertising, PR & Promotion Strategy. B2B Marketing Strategy for technology products and services	CO1, CO2
6	Technology Product Development /Roadmap & Price Setting.	CO3
7	Technology (E-Commerce) Services Marketing & Price Setting Strategy.	CO3
8	Relationship Portfolios/ Strategic Sales and Key Account Management.	CO4, CO5
9	Evolving new Business Models: Global Marketplace, Entry Strategy, Gaining Competitive Advantage&Sustainable Marketing, Government Business	CO4, CO5

Reference Texts / Books / Websites / etc.:

1. Business Market Management (B2B): Understanding, Creating, and Delivering Value by James C. Anderson; Published by Pearson Education Singapore Pte Ltd.
2. Business-To-Business Marketing 2nd Edition; Author: Louise Canning, Ross Brennan, McDowell, Published by Sage
3. Business Marketing Management: B2B 10thEdition, Author: Michael D. Hutt, Thomas W. Speh; Publisher: Cengage Learning India Pvt. Ltd.

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

Assessment Method:

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

GM 407 - Customer Experience Management

Title of the subject	Customer Experience Management
Subject Code	GM 407
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

We live in what known as experience economy. Increasingly success of organization depends upon not merely the product features but the associated services and all-encompassing experience which the customer perceives. The course is therefore design to helps students learn how to develop a sustainability competitive position by designing and consistently delivering a unique and innovation customer experience.

Course Objectives:

1	What are Customer Experience and its importance?
2	Key competencies required to manage and improve Customer Experience.
3	Designing Memorable Customer Experiences.

Course Outcomes (COs):

CO Number	Course Outcomes Statement	Blooms Level (in word)
CO1	SHOW the role of Customer Experience in business success and the wider dimension of the creative economy and service design.	Understanding (BT Level-II)
CO2	APPLY Formal frameworks and tools for modelling of a customer journey, Service blueprint, customer experience etc.	Applying (BT Level-IV)
CO3	CLASSIFY the existing Customer Experience of a firm in comparison to experiences provided by competing organizations.	Analysing (BT Level-IV)
CO4	Using design thinking methods, CREATE an innovative Customer Experience strategy for a given firm.	Creating (BT Level-VI)

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	Techno Proponent
CO1		2	3	3	2		
CO2					2		1
CO3	1		3		2		
CO4		2		3			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Importance of Customer Experience in today's context: Creating and nurturing a culture, through behaviours, practices and standards that encourage all employees to focus on delivering outstanding customer experiences.	CO1
2	Introduction to a framework for Customer Experience Management.	CO1
3	Organizational Adoption and Accountability: Driving change and developing cross-company experience accountability from the C-suite to the front line.	CO1, CO2
4	VOC, Customer Insight and Understanding the Experience Context: Building collective insight into customer needs, wants, perceptions, and preferences through the capture and analysis of the voice of the customer.	CO2, CO3
5	Designing Service Products and Customer Experiences, Improvement, and Innovation. Customer Experience Strategy: Development of a strategy that articulates a clear vision of the experience that a company seeks to create in support of the company's brand values, including its direct linkage to CX activities, resources, and investments.	CO2, CO3
6	Operationalizing and managing the service: Managing demand, capacity and service assets, Service Productivity and Quality, HRM in services.	CO2, CO3
7	Metrics, Measurement and ROI: Creation and reporting of the measures of CX. success including their use in business cases to illustrate the ROI and business value of customer experience	CO3, CO4
8	Recovering from Failures	CO3, CO4

Reference Texts / Books / Websites / etc.:

1. Schmitt, B. H. (2010). Customer experience management: A revolutionary approach to connecting with your customers. John Wiley & Sons.
2. Shaw, C., &Ivens, J. (2005). Building great customer experiences. Basingstoke: Palgrave Macmillan.

3. Wilson, H., Street, R., & Bruce, L. (2008). The Multichannel Challenge. Routledge. Multichannel Challenge: Integrating Customer Experiences for Profit, Wilson Hugh, Street Rod.
4. Soudagar, R., Iyer, V., & Hildebrand, V. (2011). The Customer Experience Edge: Technology and Techniques for Delivering an Enduring, Profitable and Positive Experience to Your Customers. McGraw Hill Professional.
5. Where is my Ketchup: How to Give and Receive Exceptional Customer ServicebyGonda Cyrus M. Khan Kalim.
6. Managing the Customer Experienceby Narayan Tarun.
7. Zeithaml, V, M.J. Bitner, and D. Gremler (2006), Services Marketing, 4thEdition McGraw Hill
8. Christopher Lovelock. Jochen Wertz, Chatterjee Services Marketing, 5thEdition, Pearson Edition.

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

1. GE Healthcare, MIT, Dr. Reddys, Charles Schwabb, Zappos, Dominos, Asian Paints, TaJ hotels, HCL Technologies
2. Extreme customer service: Zappos case study by HBR

Assessment Method:

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

Finance Specialisation

FIN 401 - Advance Financial Management

Title of the subject	Advance Financial Management
Subject Code	FIN 401
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	Successful completion of 1st year Finance courses
Trimester/Semester	IV

Description of the subject:

Advanced Financial Management is an application-oriented subject where relevant finance concepts will be applied to exercise professional judgement keeping in mind the goal of financial management to maximise the value of the shareholders.

Course Objectives:

1	To understand how investment and financing decisions play an important role in maximizing shareholders wealth which is considered as the main objective of financial management.
2	To provide in depth understanding about corporate finance concepts and practices.
3	To develop an understanding of overall financial environment in which a corporate body has to operate.

Course Outcomes (COs):

CO Number	Course Outcomes Statement	Blooms Level (in word)
CO1	DEVELOP an optimal capital structure for a company.	Creating (BT Level-III)
CO2	APPLY the adjusted present value approach to valuation.	Applying (BT Level-III)
CO3	ANALYSE issues and risks involved in project and infrastructure finance and suggest ways of mitigating them.	Analysing (BT Level-IV)
CO4	EXAMINE how investment banks operate and how capital is raised.	Analysing (BT Level-IV)
CO5	EXAMINE the factors which influence credit rating and the rating process, and the mechanics of securitization.	Analysing (BT Level-IV)
CO6	ANALYSE risks faced by companies operating in the global environment and suggest ways of mitigating them.	Analysing (BT Level-IV)

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	Techno Proponent
CO1			3	2			
CO2			3	2			
CO3	2		3	2	2		
CO4			3	2			
CO5			3	2			
CO6	2		3	2	2		

Detailed Contents:

Sr. No.	Content	CO's mapped to the topic
1	Financial Analysis and Forecasting: - how to forecast financial statements using key business drivers	CO3
2	Capital Structure: - The basic concept. Leverage and firm value, Capital structure theory – Modigliani-Miller Theory, Pecking order theory, Signaling theory, Costs of financial distress, Optimal capital structure.	CO1
3	Valuation using Free Cash Flow and Adjusted Present Value (APV). How APV differs from the traditional DCF method	CO2
4	Project Financing, Feasibility Analysis with sensitivities, evaluate a project, identification and mitigation of risk.	CO3
5	Infrastructure Financing: Basic Issues in Infrastructure Projects, Financing Options and challenges, Types of risks, Tariff Fixation.	CO3
6	Credit Rating Agencies and Methodology of Rating. Securitisation.	CO5
7	Investment Banking: Role and Functions of Investment Banks, Raising funds- IPO,FPO, Private Placement, External funding options	CO4
8	Risk Management in a Global Scenario: Measuring and managing translation, transaction and economic exposure, Designing ways of mitigating risks through production, marketing and financing strategies, Risk Management –Practical issues with reference to industries and companies.	CO6
9	Contemporary topics in the financial sector	CO1,2,3,4,5,6

Reference Texts / Books / Websites / etc.:

1. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P., 2012. Principles of corporate finance. Tata McGraw-Hill Education.
2. Brigham, E.F. and Houston, J.F., 2015. Fundamentals of financial management. Cengage Learning. (13th edition)
3. Shapiro, Alan C. "Multinational Financial Management" - 9th edition (2012), Wiley.
4. Chandra, P., 2011. Financial management. Tata McGraw-Hill Education.

5. Chandra, P., 2017. Projects: Planning, Analysis, Financing Implementation and Review, 8th edition. CFM-MHE Professional Series in Finance (PC)
6. Note on ‘Financial Forecasting’, Harvard Business School.
7. Luehrman, T.A., (1993), Note on Adjusted Present Value, Harvard Business School.
8. Jobst, A.(2008) What is Securitisation? Retrieved from
    a. https://www.imf.org/external/pubs/ft/fandd/2008/09/pdf/basics.pdf
    b. https://www.fimarkets.com/pagesen/securitization.php

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

Assessment Method:

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

FIN 403 - Wealth Management

Title of the subject	Wealth Management
Subject Code	FIN 403
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

Wealth management encompasses entire gamut of financial advisory services for a person's or a family's financial as well as non-financial assets. The advisor or relationship manager provides services such as financial planning, tax planning and estate planning, along with investment advisory services.

Course Objectives:

1	To introduce students to ―wealth concept, its relevance in a global context, client education, goals and concerns, asset classes and wealth management strategies.
2	To understand the fundamentals of the Mutual Fund industry, the products, the features& to understand the Insurance fundamentals of the industry, the products, the features, and analysis of Insurance - Life and General.
3	To equip students with skill sets required for managing wealth of high-net-worth individuals and mass affluent and to familiarize them with vital aspects of wealth management – wealth accumulation, wealth preservation and wealth transfer.

Course Outcomes (COs):

CO Number	Course Outcomes Statement	Blooms Level (in word)
CO1	ANALYSE the Wealth Management Industry perspective.	Analysing (BT Level-IV)
CO2	ANALYSE a global perspective while learning Wealth Management.	Analysing (BT Level-IV)
CO3	UTILISE world class reports like Knight & Frank Wealth Report 2018 for making presentations.	Analysing (BT Level-III)
CO4	ANALYSE to the importance of Corporate Governance and Ethics in today’s financial world. Students will be sensitized toward this important aspect via video case study.	Analysing (BT Level-IV)
CO5	ANALYSE performance of an investment portfolio critically by gathering the total cost of the investments and the average historical return, and the time period for which you want to calculate your returns.	Analysing (BT Level-IV)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1	2		3	2	3		
CO2	2		3	2	3		
CO3	2		3	2	3		
CO4	2		3	2	3		
CO5	2		3	2	3		

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to Wealth Management: Meaning, need, wealth management products. Functions of investment advisor, independent advisors and wire house wealth managers, custodians offering white labelled solutions to advisors, software solutions for advisors Wealth management client categories - mass affluent, high net worth, ultra-high net worth, unified households.	CO1, CO2
2	Wealth Management an Industry Perspective, Client on boarding - profiling, financial planning, suitability assessment - aggressive, moderate etc., client preferences, restrictions, return expectations versus risk appetite ,Structure the cash flow forecasting and define the goals, milestones, liabilities etc.	CO1, CO2
3	Types of wealth management account structures – separately managed accounts, unified managed accounts, overlay portfolio management, sleeves and open architecture wealth management, portfolio manager models, pooled funds, Technology absorption in wealth management - use of social media in wealth management, mobility solutions and advantages to investment advisors.	CO1, CO2
4	Investment options: Investment in Real Estate: Introduction to Real Estate Funds, Real Estate Investment Trust (REIT).	CO5
5	Investment Options: Investment in Mutual Funds: Meaning, products.	CO5
6	Investment options: Investment in Art- Types, pros and cons, buying and selling	CO5
7	Investment Options: Introduction to Hedge Funds and Pension Funds: Meaning, risk, returns.	CO5
8	Investment Options :Insurance as a tool for risk management and investment: Meaning, need, products, returns etc.	CO5

Sr. No.	Content	CO(s) Mapped to the Topic
9	Asset allocation, active passive investment styles - advantages, correlation in security returns and risk diversification, standard deviation of each asset class and security Portfolio modeling using multiple asset classes, monitoring tolerances and rebalancing, substitution rules, Portfolio performance measurement, attribution and reporting.	CO5
10	Performance Evaluation of Investment Portfolios: Components of portfolio, evaluation of a portfolio.	CO5
11	Introduction to Financial Planning: Meaning, various aspects of financial planning.	CO5
12	Ethical aspects of Wealth Management: Ethical issues in wealth management, code of ethics for wealth managers.	CO4
13	Measuring Risk Averseness of Customer: Meaning of financial risk aversion, aspects of behavioural finance.	CO5
14	Philosophy of Investment gurus (Warren Buffet, Peter Lynch, George Soros & Others)	CO3

Reference Texts / Books / Websites / etc.:

1. Evensky, H. R. (1996). Wealth Management: The Financial Advisor's Guide to Investing and Managing Your Client's Assets (Vol. 1). USA: IAFP.
2. Bhatt, S. N. (2011.). Value Investing and Behavioral Finance (Vol. 1). Shroff Publishers.
3. Bhatt, S. N. (2012.). Wealth Management (Vol. 1). Excel Books.
4. Dun & Bradstreet Co. (2017). Wealth Management (Vol. 1). India, Tata Mc-Graw Hill

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

Assessment Method:

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

FIN 404 - Financial Risk Management

Title of the subject	Financial Risk Management
Subject Code	FIN 404
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	First year subjects of Basics of BFSI, Fundamentals of Financial Management.
Trimester/Semester	IV

Description of the subject:

This is a study of different financial risk which can be quantified and managed by corporates and financial institutions which covers how these risks are hedged using derivative instruments.

Course Objectives:

1	To study different types of derivatives that can be used for risk management.
2	To study the basic mechanisms of forwards, futures, swaps, and options, how they are priced and the strategies for hedging and speculation by using each of these derivative products.

Course Outcomes (COs):

CO Number	Course Outcomes Statement	Blooms Level (in word)
CO1	ANALYSE element of risk in financial instruments and transactions.	Analysing (BT Level-IV)
CO2	PROPOSE appropriate hedging instruments like futures, options, swaps.	Creating (BT Level-VI)
CO3	DETERMINE pricing of an option instrument using Black-Scholes, Binomial pricing models.	Evaluating (BT Level-V)
CO4	ASSUME knowledge of risk management models to identify and manage financial risk.	Analysing (BT Level-IV)
CO5	FORMULATE trade in derivatives in the financial organization trading in securities.	Creating (BT Level-VI)

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	Techno Proponent
CO1			3		2		
CO2		2	3		2		
CO3			3		2		
CO4			3		2		
CO5	2		3		2		

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to Derivatives - a) Exchange Traded Markets, OTC Markets, Size of the Markets, b) Basic properties of Options/Futures/Forwards, c) Application of Derivatives - for Hedging & Speculation (Leveraging), d) Overview of Indian Derivatives Market, e) LEFO or Building Blocks Approach to Financial Engineering.	CO1
2	Futures Markets: a) Mechanics of Futures Markets, b) Hedging Strategies using Futures - Short Hedges, Long Hedges, Basis Risk, Cross Hedging, Hedging an Equity Portfolio, Hedging in India.	CO2
3	Interest Rates: a) Types of Rates, Swap Rates, Risk-Free Rate. Measuring Interest Rates, Zero Rates. b) Bond Pricing, c) Forward Rates, d) Forward Rate Agreement (FRA), e) Theories of Term Structure of Interest Rates,	CO2
4	Determination of Forward and Future Prices: a) Forward price as an Investment Asset, b) Valuing Forward Contracts, c) Futures prices on Stock Indices, d) Forwards and Futures Contracts on Currencies, e) Cost of Carry, f) Futures Prices and Expected Spot prices.	CO3
5	Interest Rate Futures: a) Treasury Bonds Futures, b) Eurodollar Futures, c) Duration, d) Duration based Hedging using futures.	CO3
6	Swaps: a) Mechanics of Interest Rate Swap, b) Valuation of IRS, c) Fixed for Fixed Currency Swap and Valuation, d) Credit Default Swaps.	CO3
7	Mechanics & Properties of Options : a) Boundary Conditions for options, b) Put-call parity and its interpretation, c) Options sensitivity to the underlying volatility, d) strike price, e) Interest rate, f) Time to expiration.	
8	Basic Option Strategies: a) Single Option and a Stock, b) Spreads, c) Combinations.	CO3
9	Trading: a) Directional Strategies (A Call/Put/Bull Call/Spread etc.), b) Volatility based strategies (Straddle/Strangle/Calendar Spread), c) Economic Rationale behind spreading.	CO3

Sr. No.	Content	CO(s) Mapped to the Topic
10	Risk Management : a) Protective put, b) Covered Call	CO3
11	Introduction to Options Valuation : a) Binomial Trees, Weiner Process an Ito's Lemma, b) Assumptions about how stock prices move, c) Expected return volatility from historical data, d) Volatility, e) Estimating, f) Binomial Model for Valuation, g) Black Scholes Merton Pricing Formulas, h) Risk Neutral Valuation, i) Implied Volatilities, j) Dividends.	CO4
12	Understanding Options Greeks: a) Delta/Theta/Vega & Gamma risks of options, b) Understanding option Greeks for various trading strategies (volatility and Directional Spreads), c) Delta/Dynamic Hedging and relating the cost of Delta hedging with the option price determined by Black & Scholes - Model. d) Elasticity (Beta) of an option in the CAPM framework. This would "clarify" the "risk return" profile (which is often misunderstood for various options trading strategies).	CO4, CO5
13	Options Volatility : a) Historical & Implied Volatility, b) Volatility Smile, c) Term Structure of Volatility, d) Some advance Models of volatility estimation, e) Value At Risk, f) Historical Simulation, g) Model Building Approach, h) Stress Testing & Back Testing.	CO4, CO5
14	Interest Rate Options : a) Bond Option, b) Interest Rate Caps and Floors, c) European Swaption, d) Hedging Interest Rate Derivative	CO4, CO5
15	Indian Rupee Dollar OTC Options: a) Call Spreads, b) Range Forwards, c) Sea-Gull Structure, d) Call Options.	CO4, CO5
16	Exotic Derivatives	CO4, CO5

Reference Texts / Books / Websites / etc.:

1. Options, Future & Other Derivatives, 10e by John C Hull & Shankarshan Basu. Pearson; 10thedition (30thMay 2018)
2. Fundamentals of Futures and Options Market, 9e Pearson, John C Hull (2018)
3. Derivatives - Principles and Practice by Sundaram and Das - McGraw Hill Education; First edition (1st July 2017)
4. Financial Derivatives - Theory, Concepts and Problems by S L Gupta - PHI; New title edition (30thDecember 2005)
5. Financial Derivatives by S S S Kumar - PHI Learning (21STJanuary 2007)
6. Applied Derivatives - Richard J Rendleman, Jr (Special focus on Chap 2 - PUT-CALL Parity, Chap 3 & 4 - Binomial Option Pricing Models) - Wiley-Blackwell (11thJanuary 2002)
7. Option Volatility & Pricing - Sheldon Naten Berg - Wiley; 1stedition (19thOctober 2012)
8. The New Options Market - Max Ansbacher - Wiley; 4thedition (15th January 2000)
9. Derivatives - The Wild beast of Finance - Alfred Steinherr - John Wiley & Sons; Revised, Subsequent edition (5th April 2000)
10. Derivatives & Risk Management - Rajiv Srivastava - Oxford University Press; 2nd edition (16th April 2014)
11. Derivatives & Risk Management - Sundaram Janakiramanan - Pearson Publications 1st edition (27th January 2011)

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

Assessment Method:

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

Operations Specialisation

OPN 410 - World Class Manufacturing

Title of the subject	World Class Manufacturing
Subject Code	OPN 410
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

Consistent with the Shingo Principles of continuous improvement, the World Class Manufacturing (WCM) training program is designed to train individuals to improve employee morale, individual and company performance and company profits at all levels of the organization by highlighting value and non-value-added activities and eliminating all forms of waste.

Course Objectives:

1	To understand the world is most superior principles and practices of Operations Management in depth.
2	To understand Operation Management at a strategic level.
3	To put the concepts in practice in any situation.

Course Outcomes (COs):

CO Number	Course Outcomes Statement	Blooms Level (in word)
CO1	REMEMBER the basics of operational terms used in manufacturing and other industries.	Remembering (BT Level-I)
CO2	UNDERSTAND the difference between traditional and world class manufacturers and deliverables of a WCM through its framework of 10 pillars.	Understanding (BT Level-II)
CO3	APPLICATION of tools like VSM Problem solving tools like KTPA Six Sigma and its benefits.	Application (BT Level-II)
CO4	ANALYZE manufacturing techniques of Thinking Production System through lean methodologies and Theory of constraints.	Analyzing (BT Level-IV)
CO5	EVALUATE the role of supply chain management in WCM.	Evaluating (BT Level-V)

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	Techno Proponent
CO1	1	1	1	1	2	1	
CO2	2	2	1	1	3	1	
CO3	3	3	3	3	3	2	
CO4	3	3	3	3	3	1	
CO5	3	2	2	2	3	1	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Basics of WCM: Traditional Manufacturing Practices	CO1
2	Modern Manufacturing Practices and Industry 4.0	CO1
3	WCM 10 Pillars	CO1, CO2
4	PQCDSM model	CO2
5	Thinking Production System	CO4, CO3
6	Lean Journey and Lean Manufacturing	CO4, CO3
7	Flow Management and Process Stability	CO4, CO3
8	Supply Chain Management and Value Stream Mapping	CO5
9	Planning and Inventory Management	CO3, CO4
10	Problem Solving Tools	CO3, CO4
11	Theory of Constraints	CO3, CO4

Reference Texts / Books / Websites / etc.:

1. Gondhalekar S. Sheth P. (2005). Chronicles of a quality detective, Indus Source Books
2. TaiichiOhno (2014). Toyota production system: beyond large-scale production, Crc Press
3. Shingo S. (1985). Revolution in Manufacturing- The SMED System, Cambridge Productivity Press
4. Imai, M. (2011). Gemba Kaizen. New Delhi: Tata McGraw Hill Education Pvt.
5. Isao, S. (1993). New Production System, Madras Productivity Press
6. Dasgupta A. (2003). Going the Six Sigma Way. Publisher: Indian Management
7. YouTube - Go to the Channel: Shrinivas Gondhalekar

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

Assessment Method:

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

OPN 409 - Enterprise IT Management

Title of the subject	Enterprise IT Management
Subject Code	OPN 409
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

A unified service model helps IT managers integrate technologies into business operations. Experts describe this as offering a birds-eye view or a comprehensive schematic of the IT services that a business uses. Besides providing tracking and designing business services in IT, EITM also provides governance and security management. These strategies will help firms obtain a clearer picture of which IT services should be pursued and know, for instance, how an EITM resource can help them determine whether to support a particular database, data centre, VOIP setup, server farm, etc.

Course Objectives:

1	Sensitize the students on Enterprise IT Infrastructure Management.
2	Understanding of the various aspects of Enterprise IT Infrastructure – hardware and software, services.
3	Importance of Service Management.
4	Understand the TCO (Total Cost of Ownership).

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	OUTLINE the need, role, scope and challenges of Enterprise IT Management.	Understanding (BL Level-II)
CO2	ILLUSTRATE the globally accepted practices, processes described in Frameworks such as COBIT to a given business situation.	Understanding (BL Level-II)
CO3	ANALYSE the enterprise risks in the aspects of Enterprise IT such as Managing a Data centre, Networks, Security, the IT Team and Vendors.	Analysing (BL Level-IV)
CO4	BUILD– an IT Plan, IT budget, an MOU, SLA for a vendor etc.	Creating (BL Level-VI)

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	Techno Proponent
CO1			3				
CO2			3	1	1		2
CO3			3		1		2
CO4		1	3	3			2

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Overview of a corporate IT / e-business infrastructure – with an understanding of the rationale for each component of the infrastructure.	CO1
2	Understanding the typical issues faced in Managing a corporate IT/e-Business infrastructure.	CO1
3	Process View of IT Infrastructure Management: The IT department provides a number of services to the various departments of the organization. Hence formal processes for ensuring quality of services rendered are important. Formal frameworks such as ITSM, ITIL should be discussed.	CO2
4	IT Policy framework which needs to be in place in a formal IT environment. This could include policy related to license management, policy on mobile devices, BYOD, remote working, BCP/DR etc. Students should understand the need and broad scope of these policies.	CO2
5	IT Budgets and Financial aspects of running an IT department – Typical elements of the Budget of an ITdepartment, Concepts of charge back to individual departments, understanding Fixed common costs and basis of allocation of such costs to consuming departments etc. Examples of costs which are variable in nature.	CO2, CO3
6	IT Budgets and Financial aspects of running an IT department – Typical elements of the Budget of an ITdepartment, Concepts of charge back to individual departments, understanding Fixed common costs and basis of allocation of such costs to consuming departments etc. Examples of costs which are variable in nature.	CO3
7	Application Management and DevOps– this includes challenges of managing software applications whether developed in-house or procured as products from vendors.	CO2, CO4
8	Vendor management – Understanding of SLAs and contract terms with vendors, negotiations, partnering with vendors for innovative solutions etc.	CO4
9	Overview of Contemporary topics in IT Management – e.g., Cloud/ Virtualization, Intelligent Infrastructures, Shared services model etc.	CO2, CO3, CO4

Sr. No.	Content	CO(s) Mapped to the Topic
10	Overview of Contemporary topics in IT Management – e.g., Cloud/ Virtualization, Intelligent Infrastructures, Shared services model etc.	CO2, CO3, CO4
11	Data Management: Master Data Management, Data Life Cycle and Management Challenges, Data Warehouses and ETL Transformation, Data Life Cycle and Management Challenges	CO4
12	Data Warehouses and ETL Transformation	CO1,2,3,4
13	Enterprise Architecture	CO1,2,3,4
14	Business Process Management (BPM)	CO1,2,3,4
15	Product Lifecycle Management (PLM)	CO1,2,3,4

Reference Texts / Books / Websites / etc.:

1. ITSM/ITIL Standard
2. E-Business and E-Commerce Management: Strategy, Implementation and Practice by Dave Chaffey
3. Cloud Computing: SaaS, PaaS, IaaS, Virtualization, Business Models, Mobile, Security and More Paperback – 2013 by Kris Jamsa
4. Web Technologies: Achyut Godbole & Atul Kahate
5. IT Infrastructure Management (WeSchool DLP Publication) – Prof. Sandeep Kelkar, Dr. Pradeep Pendse
6. IT operation: Management Information Systems – Laudon

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

Assessment Method:

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

GM 407 - Customer Experience Management

Title of the subject	Customer Experience Management
Subject Code	GM 407
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

We live in what known as experience economy. Increasingly success of organization depends upon not merely the product features but the associated services and all-encompassing experience which the customer perceives. The course is therefore design to helps students learn how to develop a sustainability competitive position by designing and consistently delivering a unique and innovation customer experience.

Course Objectives:

1	What are Customer Experience and its importance?
2	Key competencies required to manage and improve Customer Experience.
3	Designing Memorable Customer Experiences.

Course Outcomes (COs):

CO Number	Course Outcomes Statement	Blooms Level (in word)
CO1	SHOW the role of Customer Experience in business success and the wider dimension of the creative economy and service design.	Understanding (BT Level-II)
CO2	APPLY Formal frameworks and tools for modelling of a customer journey, Service blueprint, customer experience etc.	Applying (BT Level-IV)
CO3	CLASSIFY the existing Customer Experience of a firm in comparison to experiences provided by competing organizations.	Analysing (BT Level-IV)
CO4	Using design thinking methods, CREATE an innovative Customer Experience strategy for a given firm.	Creating (BT Level-VI)

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	Techno Proponent
CO1		2	3	3	2		
CO2					2		1
CO3	1		3		2		
CO4		2		3			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Importance of Customer Experience in today's context: Creating and nurturing a culture, through behaviours, practices and standards that encourage all employees to focus on delivering outstanding customer experiences.	CO1
2	Introduction to a framework for Customer Experience Management.	CO1
3	Organizational Adoption and Accountability: Driving change and developing cross-company experience accountability from the C-suite to the front line.	CO1, CO2
4	VOC, Customer Insight and Understanding the Experience Context: Building collective insight into customer needs, wants, perceptions, and preferences through the capture and analysis of the voice of the customer.	CO2, CO3
5	Designing Service Products and Customer Experiences, Improvement, and Innovation. Customer Experience Strategy: Development of a strategy that articulates a clear vision of the experience that a company seeks to create in support of the company's brand values, including its direct linkage to CX activities, resources, and investments.	CO2, CO3
6	Operationalizing and managing the service: Managing demand, capacity and service assets, Service Productivity and Quality, HRM in services.	CO2, CO3
7	Metrics, Measurement and ROI: Creation and reporting of the measures of CX. success including their use in business cases to illustrate the ROI and business value of customer experience	CO3, CO4
8	Recovering from Failures	CO3, CO4

Reference Texts / Books / Websites / etc.:

1. Schmitt, B. H. (2010). Customer experience management: A revolutionary approach to connecting with your customers. John Wiley & Sons.
2. Shaw, C., & Ivens, J. (2005). Building great customer experiences. Basingstoke: Palgrave Macmillan.

3. Wilson, H., Street, R., & Bruce, L. (2008). The Multichannel Challenge. Routledge. Multichannel Challenge: Integrating Customer Experiences for Profit, Wilson Hugh, Street Rod.
4. Soudagar, R., Iyer, V., & Hildebrand, V. (2011). The Customer Experience Edge: Technology and Techniques for Delivering an Enduring, Profitable and Positive Experience to Your Customers. McGraw Hill Professional.
5. Where is my Ketchup: How to Give and Receive Exceptional Customer Service by Gonda Cyrus M. Khan Kalim.
6. Managing the Customer Experience by Narayan Tarun.
7. Zeithaml, V, M.J. Bitner, and D. Gremler (2006), Services Marketing, 4thEdition McGraw Hill
8. Christopher Lovelock. Jochen Wertz, Chatterjee Services Marketing, 5thEdition, Pearson Edition.

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

1. GE Healthcare, MIT, Dr. Reddys, Charles Schwabb, Zappos, Dominos, Asian Paints, TaJ hotels, HCL Technologies
2. Extreme customer service: Zappos case study by HBR

Assessment Method:

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

Human Resource Specialisation

HR 402 - Employee Relations, Industrial Relations and Labour Laws

Title of the subject	Employee Relations, Industrial Relations and Labour laws
Subject Code	HR 402
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

This course encompasses the origin, influences and unfolding of Industrial Relations and Employee Relations in India, over the last century or so. It provides an overview of the development of various Labour Legislation, with a deeper coverage of the most important ones. The course provides exposure to how the labour laws took its inspiration from the freedom movement, Constitution of India and links the same to the development of collective bargaining. It provides the context and role of Unions (and other forms of collectives) as an essential facet of building bipartite relationship and, wherever necessary, a tripartite engagement as well. The course endeavours to build sensitivity, respect and awareness of the need to be compliant to the different Labour legislation of India and be known as a responsible citizen and employer. In organisations /business models that are not covered by the above labour legislation, students would be given perspective on how such contexts are managed, to determine wages/salary/bonus and other terms of employment. By way of exposure to best practices in respected organisations, engaging with Union leaders/ HR/IR leaders, the course intends to build an important building block for students who intend choosing HR as their specialisation, while ensuring a strong appreciation of the ER/IR dimension for students who choose different specialisations and/or Sectors.

Course Objectives:

1	To understand the origin, development, and application of Labour Legislation in India Deepen the knowledge of students to a variety of IR situations, involving disciplinary management.
2	To be exposed to the relationship of implementation of Labour Legislation with outcomes of peaceful and productive Industrial Relations climate.
3	To be sensitive to the guiding principles of Labour Legislation & Industrial Relations, even in organisations/business models that may have different contexts.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	UNDERSTAND Labour Laws at the workplace.	Understanding (BL Level-II)
CO2	ANALYZE the linkage between labour legislation compliance, collective bargaining, and IR.	Analysing (BL Level-IV)
CO3	DEVELOP healthy IR in the organization.	Creating (BL Level-V)
CO4	EXPLAIN procedures and tools with respect to Industrial Relations in organizations.	Creating (BL Level-IV)
CO5	EVALUATE challenges in industrial relations with social and ethical issues at the workplace.	Creating (BL Level-V)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1	1	2	2	1	1		
CO2	2	2	2	2	2	2	
CO3	3	2	3	2	2	2	
CO4	1	1	3	3	1		
CO5	3	2	2	3	2	2	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Industrial Relations: What is Industrial Relations? Various approaches- System model, Dunlop Model, Pluralist model, structural contradictions perspectives	CO1
2	Various Participants: Trade Unions- What are trade unions? Tread Unions in India-Emergence, history, growth, Trade union as an organization, Structure, size, affiliation, membership, finance, leadership	CO1, CO3
3	Trade Unions: Trade Union recognition & registration, trade union politics, linkages, Implications, Trade Union Democracy, Unions in service industries, Trade unions in the unorganized sector	CO1, CO3
4	Trade Unions: Rise & status of trade Unions in other countries, Industrial jurisprudence, Indian constitution, The Indian IR framework, The role of the state in Indian IR, Regulative & participative bodies.	CO1, CO3
5	Collective bargaining: conciliation, adjudication, Concepts, live case studies and trends in settlements.	CO2

Sr. No.	Content	CO(s) Mapped to the Topic
6	Employers/Management: Employers' Associations, Objectives, Structure, Activities etc., major approaches in managing employees. Standing orders, Grievance handling, strikes, Approaches in service industries	CO3, CO5
7	Contemporary Issues in Industrial Relations: Industrial Relations in the emerging scenario, The future trends	CO3
8	Industrial Relations Audit: how, why, design, conducting an audits, Analysis and presentations.	CO4
9	Fundamental of Labour Laws: The Constitution of India & Labour Laws, Constitution of India vis-à-vis Labour Legislations- Art.12. Definition, Art 13. Laws inconsistent with or in derogation of the fundamental rights, Art.14- Equality before law, Art.15- Prohibition of discrimination on grounds of religion, race, caste, sex or place of birth, Art 16- Equality of opportunity in matters of public employment, Reservation Policy & Art. 16, Effect of Constitutional Amendment in 1995 & 2001, Effect of Constitutional Amendment in 2000	CO1
10	Right to Constitutional Remedies: Constitution of India vis-à-vis Labour Legislations, Art 19. Protection of certain rights regarding freedom of speech etc., Test of Reasonable Restriction, Art. 19 & Demonstration, Art 19 &Right to Form Unions, Art. 19 & Closure, Art. 21 –Protection of life and personal liberty, Art. 21A- Education for children, Art 23- Prohibition of traffic in human beings and forced labour, Prohibition of employment of children in factories, etc.	CO1, CO5
11	Constitution of India vis-à-vis Labour Legislations: Habeas Corpus, Mandamus, Prohibition, Certiorari, Quo warranto, Directive Principles of state policy, Harmonious Constitution of part III & IV, Part IV Superior to part III, Judicial System, Other related issues	CO2
12	The Contract Labour (Regulation & Abolition) Act, 1970 (CLRA) provisions: Introduction, Objectives & Applicability of the Act, Essential ingredients of Contract Labour, Determination of ''Appropriate Government'' under the Act, Registration of Establishment and who is/would be a principal Employer, License by Contractor, Granting certificate of registration, Circumstances in which application for registration may be rejected, Responsibility & Liability of Principal Employer in respect to wages, etc. to Contract Labour, Prohibition of Contract Labour, Procedure for prohibition/abolition of Contract Labour System, Important case laws on Contract Labour Act	CO1
13	Factories Act – 1948, Industrial Disputes Act- 1947	CO1
14	Employees Provident Fund & Misc.: Provisions Act, Employee State Insurance Act, Industrial Employment & Standing Orders Act, Employee Compensation Act	CO1
15	New Labour Laws: Prevention of Sexual harassment at workplace, Vishaka Judgment, Sexual Harassment Act, Sexual harassment-Objectives of the law, meaning & prohibition, Salient features of the Sexual Harassment Act, Scope, Process for complaint & inquiry, outcome, Recent case laws –India	CO1, CO4

Reference Texts / Books / Websites / etc.:

1. Dessler, G & Varkkey, B (2011), Human Resource Management, Pearson, 12th Edition.
2. Singh, B.D. (2008) Industrial Relations: Emerging Paradigms. Excel Books. 5th Edition.
3. Venkata Ratnam, C. S. & Dhal, Manoranjan. (2017). Industrial Relations. (2nd Edition), Oxford University Press
4. Harzing, Annewill & Pinnington, A. (2015) International Human Resource Management. Sage, 3rd Edition.
5. Ghosh Piyali and Nandan, Shefali (2015) Industrial Relations and Labour Laws, I/e, McGraw Hill Education
6. Saharay, H.K. (2014) Textbook on Labour and Industrial Law. Universal Law Publishing an imprint of LexisNexis. 6th Edition
7. Mamoria, C.B., Mamoria, Satish. & Rao, Subba. P. (2020) Dynamics of Industrial Relations, Himalaya Publishing House; 16th Revised edition
8. Jain, S. P. & Agrawal, S. (2018) Industrial and Labor Laws. Dhanpat Rai & Co. Pvt. Ltd., 17th Edition
9. Sharma, R. C. (2016). Industrial Relations and Labour Legislation. Prentice-Hall of India Learning Pvt Ltd.
10. Websites: www.ilo.org, www.efi.org, www.future of work

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

Assessment Method:

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

HR 401 - Competency Assessment, Management and Performance Management Systems

Title of the subject	Competency Assessment, Management and Performance Management Systems
Subject Code	HR 401
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

The course has been developed to equip potential HR Managers to choose the right candidate for a particular job and also to see that the candidate performs well in his assigned job role. This course envisions students' developing knowledge and skills for measuring the performance vis-a-vis and expectations from employees over a period of time, gaining an idea of how the annual review and appraisal process takes place, to generate the kind of work environment to attract and retain talented workforce in the company. Competency Mapping segment encapsulates the processes of Competency Identification, Competency Assessment and validation. It sheds light on key competencies of an individual or an organization and shows how to incorporate those competencies through various processes, with the intended aim of organizations gaining a competitive edge through its workforce ability. Various techniques and tools deployed in designing of a Competency Model as also assorted Assessment Centre tools and 360 Degrees' Feedback to identify the highly competent workforce for an organization are also adequately covered as a part of the syllabus.

Course Objectives:

1	To provide understanding of the relationship between Managerial Competence and Performance Management Systems in organizations.
2	To provide an understanding of various elements, processes, and systems of PMS in an organization and the related contemporary and emerging challenges in the increasingly competitive and global work environment.
3	To provide a good conceptual and practice grounding of Competency based Management Systems and its relatedness to other Management and Leadership Development processes and Performance of the organization.

Course Outcomes (COs):

CO Number	**Course Outcome**	**Blooms Level (in word)**
CO1	UNDERSTAND the linkages of PMS with other HR processes.	Understanding (BL Level-II)
CO2	CONSTRUCT the PMS architecture, considering the strategic context in the current and emerging challenges.	Creating (BL Level-VI)

CO Number	Course Outcome	Blooms Level (in word)
CO3	DESIGN the competency framework in an organization.	Creating (BL Level-VI)
CO4	EVALUATE the applications and skills with respect to the Performance and Competency management.	Evaluating (BL Level-V)
CO5	ENHANCE organizational effectiveness by improving the Performance management system in the organization.	Creating (BL Level-V)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1	1	1	3	2	2		CO1
CO2	2	2	3	2	3	1	CO2
CO3	1	2	3	2	2	1	CO3
CO4	2	2	3	2	2		CO4
CO5	3	2	3	3	2	2	CO5

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Introduction to PMS**- Introduction, Definition, objectives, Underlined principles, historical perspectives, Challenges. Determinants of job performance, Personality & job performance, PMS Model	CO1
2	**Linkages to Business**- Corporate Planning & related concepts that support PMS- Business Objectives, Strategic & tactical, Critical Business Issues, Key success Factors, KRA & KPI, Link with Balanced Score Card	CO1
3	**Performance Appraisal**- Performance Appraisal- Formal, oral, open, periodic, Self-appraisal, Inputs & Outputs of Appraisal, Appraisal Meetings Interview	CO2
4	**Methods of Performance Appraisal**- Essay, graphic rating scale, field review, forced-choice, critical incident, work standards, ranking methods, weighted checklist	CO4
5	**Methods of Performance Appraisal**-Behavioural Based- rating Scale, Behaviourally anchored rating scale, Result-focused approaches, Management by Objectives approach, Assessment Centre, 360 degree appraisal, Common rating errors	CO4
6	**Performance Management & Employee Development**- Supporting the employees to succeed- Coaching- coaching for Problem solving, coaching for improvement, coaching for success, periodic reviews, feedback	CO2, CO5
7	**Issues & Challenges in PMS**- Normalization issues, Bell curve, Legal & Ethical issues, PMS & its organizational implications	CO4 &CO5

Sr. No.	Content	CO(s) Mapped to the Topic
8	**Competence & Competencies**- Concepts of competence, competence and competency, Iceberg model of competencies, Types of competencies---Behavioural, Technical. Competency Description, Competency evolution	CO5
9	**Nature of Competencies**- KSA Framework, Myths about competencies, Competency evolution, Competency at work	CO1
10	**Competency based management-** Competency management in organizations, competencies required by employees	CO2, CO4
11	**Competency Models-** Traditional job analysis versus competency approach, Aspects of competency mapping, various competency models, Objectives of competency mapping, Competency identification process, Lancaster model of managerial competencies	CO1
12	**Competency Framework**- Proficiency Levels, designing competency framework- Measuring or Mapping Competencies, Dictionaries, Behaviourally Anchored Likert Scales etc.	CO2, CO3
13	**Competency Mapping Techniques-** Repertory grid, critical incident technique, Assessment centre, steps in competency mapping, tools for competency mapping, validation & implementation of competencies	CO1
14	**Competency & HR functions**- Competency based recruitment & selection, competency-based PMS, competency-based training, Compensation management, competency-based development	CO1, CO3
15	**Competency based Assessment**- Competency based interviews, CBI, BEI, Techniques- STAR, SOAR, SHARE, CAR(L), Target Indicators, Assessment Centre, Development Centres: Crafting AC's and DCs, Running AC's and DC's- Tools, Instruments etc.: Assessment, Assessors – issues and challenges, IDP, Participant	CO1, CO4

Reference Texts / Books / Websites / etc.:

Performance Management

1. Kohli, A.S. & Deb, T. (2013). Performance Management. Oxford University Press.10th Impression.
2. Armstrong, M. (2017) Handbook of Performance Management: An Evidence-Based Guide to Delivering High Performance. Kogan Page; 6th edition
3. Sahu, R.K. (2009) Performance Management System. Excel Books.
4. Rao, T. V. (2004). Performance Management and Appraisal Systems. Sage Response.

Competency Management

1. Sanghi, S. (2007). The Handbook of Competency Mapping. Response Books. 2nd Edition.
2. Kamath, S. (2012). Competency Based Interview Skills. Excel Books.
3. Sawardekar, N. (2007). Assessment Centres. Response Books. 5th Reprint.
4. Hellriegel, D; Jackson, S& Slocum, J. (2007). Management- A Competency Based Approach. First Indian Reprint
5. EBook- A comprehensive guide to creating Reliable, relevant & robust assessments.

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

Assessment Method:

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

HR 403 - Total Rewards (Compensation and Benefits)

Title of the subject	Total Rewards (Compensation and benefits)
Subject Code	HR 403
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

This course has been developed to furnish students with the knowledge of Compensation Fundamentals, Total rewards, Job evaluation to measure and reward a Job-incumbent's contribution to organization. Besides shedding light on Strategic reward management, the course also encompasses various pay structures, incentive plans, Base Pay V/s. Variable Pay, pension, Insurance and laws relating to compensation. The overarching goal of the course being to equip students with the ability to design reward structures as also to handle complex compensation issues with sensitivity and appreciation of complexities involved.

Course Objectives:

1	To understand the economic, psychological, and strategic principles underlying executive compensation and their interaction in a socio-legal environment.
2	To become familiar with the process of designing and managing a compensation system such that it meets the needs of all stakeholders.
3	To become sensitive to some of the current issues in compensation management (e.g., diversity, social equity, ethics, etc.)

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	UNDERSTAND the complex issues in compensation.	Understanding (BL Level-II)
CO2	ANALYZE compensation issues in organizations.	Applying (BL Level-IV)
CO3	EVALUATE strategic decision w.r.t. Total Rewards	Applying (BL Level-V)
CO4	DEVELOP compensation fitment in the organization	Creating (BL Level-VI)
CO5	DESIGN rational and contemporary compensation systems in modern organizations	Creating (BL Level-VI)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1	1	2	3	1	2		
CO2	2	2	3	3	2	2	
CO3	3	2	3	2	2		
CO4		1	3	1	2		
CO5	2	2	3	1	2		

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	**Compensation Fundamentals** - What is Compensation- History & Origin, Compensation & organization structure	CO1
2	**Total Rewards-** Building blocks & employee perspective Reward Strategies- Key ingredients.	CO1
3	**Measuring and rewarding individual contributions**: Theories of incentives	CO2
4	**Strategic Reward Management-** The role of compensation in strategic human resource management, developing a retention policy by using the concept of Strategic Reward Management	CO3
5	**Strategic Reward Management-** Rewarding’s external business context: the impact of the legal, social and economic context on reward management. Developing reward policies that enhance strategic alignment	CO3
6	**Internal alignment-** Job analysis, documentation, and job evaluation techniques. Aligning compensation to organizational culture	CO1, CO4
7	**External competitiveness:** Salary surveys, deciding pay levels and pay mix.	CO1, CO4
8	**Reward System-** Base pay and variable pay, reward structure, Compensation budgeting, Link between performance, competences, potential, retention and rewarding, Reward systems for executives	CO5
9	**Employee benefits and specific reward-** Benchmarking, Flexible rewarding, pay for performance and incentives management, Understanding annuities, insurance and related concepts	CO5
10	**Pay for senior Management-** Using financial & market performance indicators	CO5
11	**Stock based Compensation-** Stock, options and stock purchase plans, stock options special cases-indexed options, under water options etc.	CO5

Sr. No.	Content	CO(s) Mapped to the Topic
12	**Pension-** Understanding the various kinds of pension/annuities with a focus on the Indian scenario	CO1, CO5
13	**Medical Insurance**- The international experience and the Indian practice	CO1, CO5
14	**Global Mobility Compensation**- Compensation for long term assignments, Balance Sheet Theory, Going Rate Theory	CO2
15	**Challenges (Indian & Global)-** Diversity and fairness in compensation, Taxation, and regulatory issues in compensation. - India, Middle East, USA, UK, Europe, Australia,	CO2

Reference Texts / Books / Websites / etc.:

1. Milkovich, G. T., Newman, J.M. & Gerhart, Barry Compensation (2017). McGraw-Hill Education; 12th edition
2. Milkovich, G. T., Newman, J.M.& Venkata Ratnam, C. S. Compensation (2017) 9th Edition Tata McGraw-Hill Education India
3. Henderson, R.I. (2005) Compensation Management in a Knowledge-Based World Pearson, 10th Edition.
4. Bhattacharya, D.K. (2014) Compensation Management (2ndEdition). Oxford University Press.
5. The World at Work (2015) Handbook of Compensation, Benefits & Total Rewards: A Comprehensive Guide for HR Professionals (Kindle Edition), Wiley; 1st edition.
6. Armstrong, M. (2018). Armstrong's Job Evaluation Handbook: A Guide to Achieving Fairness and Transparency in Pay and Reward. London: Kogan Page.
7. Berger, L.A. & Berger, D. R. (2015). The Compensation Handbook: A State-of-the-Art Guide to Compensation Strategy and Design (6thEd.). New York: McGraw Hill.
8. Joseph, J.M. (2018). Strategic Compensation: A Human Resource Management Approach (9thEd.). New Delhi: Pearson India.
9. www.ilo.org, www.paycheck.com

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

Assessment Method:

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

TRIMESTER - V

Sr. No.	Subject Code	Subject Title	Credits	Hours
1	GM501	Integrative Manager – II	3.0	30
2	GM503	Business Ethics and Sustainability	3.0	30
		Total (Core Subjects)	**5**	**60**
Marketing Specialisation				
3	MKT505	Direct Marketing	1.5	16
4	MKT511	Customer Relationship Management (CRM)	1.5	16
5	MKT503	Sales Management & Sales Promotion*	1.5	16
6	MKT403	Integrated Marketing Communication	3	30
Finance Specialisation				
7	FIN 502	Strategic Cost Management*	1.5	16
8	FIN 503	Corporate Tax Planning and Fiscal Policy *	1.5	16
9	FIN 504	Security Analysis & Portfolio Management	3	30
10	FIN 501	Corporate Laws*	1.5	16
Operations Specialisation				
11	OPN 511	Operation Analytics*	1.5	16
12	OPN 501	Excellence in Manufacturing and Sustainability	3	30
13	OPN 504	Business Process Re-engineering and Improvements*	1.5	16
14	OPN 503	Design and New Product Development*	1.5	16
Human Resource Specialisation				
15	HR 504	Global & National Workplace Planning & HR Audit*	1.5	16
16	HR 501	Organizational Development & Change Management	3	30
17	HR 502	Global and Strategic HRM	3	30
-	-	-	-	-
		Total (Specialisation Electives)	**7.5**	**76**
		Grand Total	**13.5**	**166**

General Management

GM 501 - Integrative Manager – II

Title of the subject	Integrative Manager - II
Subject Code	GM501
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s) if any	Successful completion of Integrative Manager – I in Trimester-IV
Trimester/Semester	V

Description of the subject:

This course is designed to provide students with an integrated, real-life perspective of strategic business functions. It is a case-based course.

Course Objectives:

1	This course is designed to provide students with an integrated, real-life perspective ofstrategic business functions.
2	The focus is on three theoretical learning areas: Strategic Management, High Performance Leadership and Managerial Process skills.
3	Application of these principles to cases which focus on real life business situations.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	ASSESS and ANALYZE real life situations which involve decisions at a top management level.	Evaluating (BT Level-V)
CO2	BUILD knowledge and skills from various functional areas and is able go beyond narrow functional perspectives.	Creating (BT Level-VI)
CO3	ANALYZE situations from a holistic perspective.	Analysing (BT Level-IV)
CO4	DEVELOP and PROPOSE several alternate courses of actions for business scenarios, choose the optimal solution and defend the recommendation.	Creating (BT Level-VI)

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, Analytical &Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1	2			3		2	
CO2	2			3		2	
CO3	2	2	3	3	3	2	
CO4	2	2	3	3	3	2	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Vision, Mission, Goals, Objectives – how to build a road map of goals and how to achieve them: HBS Case	CO1, CO2, CO3, CO4
2	Innovation and Entrepreneurship: HBS Case	CO1, CO2, CO3, CO4
3	Sales and Marketing: HBS Case	CO1, CO2, CO3, CO4
4	Entrepreneurship: HBS Case	CO1, CO2, CO3, CO4
5	Innovation: HBS Case	CO1, CO2, CO3, CO4
6	Leadership and Crisis Management: HBS Case	CO1, CO2, CO3, CO4
7	Business Model: HBS Case	CO1, CO2, CO3, CO4
8	Crisis Management: HBS Case	CO1, CO2, CO3, CO4
9	Ethics and Corporate Governance: HBS Case	CO1, CO2, CO3, CO4
10	Sustainability: HBS Case	CO1, CO2, CO3, CO4

Reference Texts / Books / Websites / etc.:

1. Martin, R., Austen, H., The Art of Integrative Thinking Retrieved from:https://rogerlmartin.com/docs/default-source/Articles/integrative-thinking/the-art-of-integrative-thinking
2. Thomson, A.A., Peteraf, M. A., Gamble, J. E., Strickland III, A. J., Jain, A. K. (2014) Crafting and Executing Strategy: The Quest for Competitive Advantage 19th edition Authors: Tata McGraw Hill Education Private Limited (TPGSJ)
3. Porter, M. E., (2010) Competitive Strategy - Techniques for Analysing Industries and Competitors.Simon
4. Porter, M. E., (1996) What is Strategy? (HBR article)
5. Porter, M. E., Understanding Industry Structure (HBS note)
6. Ghemawat, P., Rikvin, J.W.(1998)Creating Competitive Advantage (HBS note)
7. Jick, T. D.,(1989) The Vision Thing (HBS Note)
8. Winston, A., (2018) Why Mining - Yes, Mining- Cares About Article
9. Cases from Harvard Business School

Recommended Case(s) to be used in the Subject: Cases from Harvard Business School

Assessment Method:

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

GM 503 - Business Ethics and Sustainability

Title of the subject	Business Ethics and Sustainability
Subject Code	GM 503
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s) if any	-
Trimester/Semester	V

Description of the subject:

Any aspiring manager who will make choices that involve complex human or societal issues and who wish to increase their preparedness and/or develop their skills for handling such issues in the workplace. Students will develop managerial judgment and decision-making acumen through the exploration of various decision criteria and the teaching of systematic approaches for applying those criteria in a business setting.

Course Objectives:

1	This course is suited to any aspiring manager who will make choices that involve complex human or societal issues and who wish to increase their preparedness and/or develop their skills for handling such issues in the workplace.
2	To develop managerial judgment and decision-making acumen in students through the exploration of various decision criteria and the teaching of systematic approaches for applying those criteria in a business setting.
3	Apart from personal choices, students will be considering questions and issues at the level of the organization and/or the larger community.
4	Students will study instances when managers must assess the firm’s responsibility and determine viable courses of action involving interaction with multiple stakeholders.
5	Sustainability is the balance of environmental, social, and economic goals in a way that future needs and risks are better managed.
6	This course aims to create an environmental and ethical conscience in the future managers of the world.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	NAME the key characteristics of a holistic sustainable business model aimed at conducting Responsible Businesses aligned to stakeholder expectations.	Remembering (BT Level-I)
CO2	RELATE the critical imperative to leverage corporate behaviour with focused societal accountability.	Understanding (BT Level-II)
CO3	APPLY principles and protocols for ethical decision making thereby upholding integrity, values and market-place reputation.	Applying (BT Level-III)
CO4	ANALYSE the initiatives / deliverables on relevant metrics in a time bound manner for ensuing scalability, replicability for sustained societal impact.	Analysing (BT Level-IV)
CO5	ASSESS purpose and performance of entities with reference to current and future societal / planet needs.	Evaluating (BT Level-V)

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, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1	2				2	1	
CO2	1		2		2	1	
CO3	1		3	2	1	2	
CO4	2		3				
CO5	2	2	2		2	1	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction, key concepts, Nature and essence of Ethics, Professional ethics, Theories of Ethics, and their limitations / Managerial ethics – Challenges / ethical lapses – breaches and Mitigation measures	CO1
2	Corporate Ethics: Organizational and moral standards and the ethical dilemmas of decision making / Internal Controls – Code of Conduct, SOPs, Risk Management, Stakeholder Accountability	CO1
3	Ethical Leadership, Ethics in action –Creating Ethical Organization and Champions – Trustworthy Organizations based on Integrity and Good Governance	CO1, CO3
4	Product Safety and Consumer Protection – Organization Accountability to Stakeholders / Extended Producer's Liability in a Circular economy	CO1
5	Financial Accountability and Corporate Governance	CO1
6	Global Standards for Competition – Business Reputation / Value Proposition to Stakeholders by Ethical – Trustworthy Organizations	CO1

Sr. No.	Content	CO(s) Mapped to the Topic
7	Concept / Characteristics of CSR – Journey from CSR to Corporate Sustainability / Responsible Organizations	CO2
8	CSR – Best Practice initiatives for Societal impact	CO2
9	Introduction to Sustainability – Triple Bottom Line concept / People – Planet – Profit	CO2
10	Climate Change and De-carbonized Circular economy – Issues / Impact / Mitigation measures / IGPCC – Paris Agreement Goals / SDG	CO2
11	Sustainability in Practice – Leather / Auto/ Textile and Garments / FMCG / Furniture / Electronics and Mining Industries – Challenges / Mitigation measures	CO3, CO4, CO5
12	Measurement / Global guidelines – UN GC, S – GAAP, Life Cycle analysis, Systems engineering – material flow analysis. Sustainability Guidelines – ISO26000, OHSAS 18001, AS 8003, SA 8000, People Standards, Lean 6S	CO3, CO4, CO5
13	Developing Sustainability strategy and deploying initiatives by a Company. Creating Societal impact – Aiming for Carbon neutral business model	CO3, CO4, CO5
14	Class Presentations – Covering Business Ethics and Sustainability – Country / Company - allotted to each team (15 teams)	CO3, CO4, CO5
15	Class Presentations	CO3, CO4, CO5

Reference Texts / Books / Websites / etc.:

1. Francis, R., & Mishra, M. (2009). Business ethics: An Indian perspective. New Delhi, India: Tata McGraw-Hill.
2. Pattanaik, D. (2013). Business sutra: A very Indian approach to management. New Delhi: Aleph Book Company.
3. Kassel, K. (2014). The thinking executives guide to sustainability. New York, NY: Business Expert Press.
4. Audi, R. (2009). Business ethics and ethical business. New York: Oxford University Press.
5. Stead, W. Edward, Jean Garner Stead. 2009. Management for a Small Planet. Armonk, New York: W.E. Sharpe.

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

Assessment Method:

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

Marketing Specialisation

MKT 505 - Direct Marketing

Title of the subject	Direct Marketing
Subject Code	MKT 505
No. of Credits	1.5
No. of Hours	16 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	V

Description of the subject:

Direct & Database Marketing is a specialized form of Marketing where companies make extensive use of their databases to formulate marketing strategies so that they can get a direct response. In recent years, Direct & Database Marketing has emerged as the fastest growing and most effective forms of Marketing. Its increasing popularity is being driven by advances in database technology as well as explosion of new forms of marketing media (such as social media, mobile phones, video games and soon).

In addition, this course will cover concepts related to conducting Marketing Research in the International context. With the increase in globalization of businesses, firms have to be well-versed with the nuances of different countries and markets and that knowledge must be incorporated in marketing research practices.

Course Objectives:

1.	Students are introduced to the principles, concepts and strategies associated with direct marketing also termed as one to one marketing and database marketing
2.	The course explores the creation of a customer database, customer segmentation methods, customer relationship and retention strategies, creation of customer loyalty, direct marketing tactics, role of internet and technology and the application of lifetime value techniques.
3.	Empower students with the right tools to implement marketing research in the international marketplace.
4.	Provide students with the knowledge of how to generate, manage and use information within and between countries.
5.	Concepts related to conducting Marketing Research in the International context. It will also examine industry issues and trends.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	IDENTIFY with real-life direct marketing initiatives and specific challenges thereon	Applying (BT LevelIII)
CO2	ASSESS state-of-the-art direct marketing tools and techniques appropriate to target market	Evaluating (BT Level V)
CO3	DESIGN specific digital and social media content to aid Direct Marketing	Creating (BT Level VI)
CO4	MEASURE Direct Marketing effectiveness with the help of direct marketing metrics	Evaluating (BT Level V)
CO5	EXAMINE the relationship & effectiveness of different direct marketing initiatives	Analysing (BT Level IV)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1			3	3	2		
CO2			3	3	2		
CO3		2	3	3			
CO4		2	3				
CO5			3	3			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Understanding the role of direct marketing – What is Data base marketing? – Key concepts - Importance of Data & Managing Databases -- Overview of the four cornerstones in direct marketing	CO1
2	Cornerstone 1 - identify your target customers – How databases support this process	CO1, CO2
3	Cornerstone 2 – differentiate customers – overview of segmentation and customer profile review at various periods	CO1, CO2
4	Direct marketing strategies for different value segment’s introduction to analytical techniques – RFM	CO3
5	Cornerstone 3 – Interacting with customers – Loyalty marketing - Direct Marketing & Sales Incentives.	CO3, CO4
6	Offers and incentives and Direct marketing methods (Mail, phone, email, and Web), Review of Transformative Technologies (Artificial Intelligence/Machine Learning, Block-chain and Augmented Reality)Testing & Market Research	CO3, CO4

Sr. No.	Content	CO(s) Mapped to the Topic
7	Interacting with customers - Campaign testing, metrics, dashboard concepts, Customer Valuation Methods, The Art of Creative Communication, the critical role of the Internet on Direct Marketing, how is Technology reshaping Direct Marketing?	CO5
8	Cornerstone 4 – Customize - mass customization of products / communications, Relationship’s marketing. Review of popular tools and techniques for International Marketing Research, Text mining, Sentiment analyses and Neuroscience for conducting marketing research. Using AI for Market Research	CO5

Reference Texts / Books / Websites / etc.:

1. Hughes, A. M. (1994). Strategic Database Marketing: The Master plan for Starting and Managing aProfitable Customer-Based Marketing Program (2nd Edition). Thriftbooks.
2. Peppers, D., & Rogers, M. (1999). The one to one manager: real world lessons in customerrelationship management. Oxford: Capstone.

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

1. Diamonds in the Data mine
2. When, Why, & How to fire that customer?
3. On the Web’s Cutting Edge: Anonymity in Name Only
4. Web Morphing
5. BogusWeb Traffic

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

Assessment Method:

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

MKT 511 - Customer Relationship Management

Title of the subject	Customer Relationship Management (CRM)
Subject Code	MKT 511
No. of Credits	1.5
No. of Hours	16 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	V

Description of the subject:

The course explores the creation of a customer database, customer segmentation methods, customer relationship and retention strategies, creation of customer loyalty, direct marketing tactics, role of internet and technology and the application of lifetime value techniques. The course will also examine industry issues and trends.

Course Objectives:

1	Understand the fundamentals of Relationship Marketing Strategy.
2	Understand the metrics used in CRM, especially customer value.
3	Evaluate the phenomenon of customer loyalty- is it always desirable?
4	Understand the tools used for efficient allocation of marketing resources to maximize customer value.
5	Develop an understanding of CRM implementation issues.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	ANALYZE the fundamentals of Relationship Marketing Strategy using CRM Models	Analyzing (BT Level IV)
CO2	EVALUATEappropriatemetrics used in CRM, especially customer life-time value	Evaluating (BT Level V)
CO3	ASSESScustomer loyalty with the help of CLTV models & its business worth	Evaluating (BT Level V)
CO4	DESIGNtools available for efficient allocation of marketing resources	Creating (BT Level VI)
CO5	DESIGN solution for Mass Customization with help of appropriate CRM tools	Creating (BT Level VI)

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	Techno Proponent
CO1			3	3			
CO2		2	3	3	2		
CO3			3	3			
CO4		2		3	2		
CO5	3	2	2	2			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to CRM & Metrics for CRM a) What is CRM? c) The Customer Lifecycle d) The Concept of Customer Loyalty e) Metrics for Evaluating Customers	CO1
2	CRM in Marketing and Sales Force Automation Customer Loyalty and CLV	CO1
3	Concept & context of CRM:CRM as an integral business strategy Customer knowledge: The Individualized customer proposition	CO2
4	Measuring and Maximizing Customer Lifetime Value a) Customer Selection b) Managing Loyalty and Profitability Simultaneously c) Optimal Resource Allocation d) Assessing Return on Marketing Investment	CO2
5	Measuring and Maximizing Customer Lifetime Value a) Introduction to Customer Engagement b) Understanding Referral Marketing (CRV) c) UnderstandingCustomerKnowledgeValue (CKV)	CO2, CO3
6	Managing Customers a) Word of Mouth about Brands b) UnderstandingCustomerInfluenceValue(CIV)	CO3
7	BrandandCustomerEngagement	CO4, CO5
8	Data analysis & Data mining	CO4, CO5

Reference Texts / Books / Websites / etc.:

1. Kumar, V. and Rajan, Bharath (2012) - The Perils of Social Coupon Campaigns, SloanManagement Review, Vol. 53 (4), pp. 15 – 16.
2. Why Service Stinks, Business Week, October 23, 2000.
3. Reinartz, W. and Kumar V. ―The Mismanagement of Customer Loyalty, July 2002. HarvardBusiness Review.

4. Kumar, V. and Shah, D. 2004. ―Building and sustaining profitable customer loyalty for the 21st century, Journal of Retailing.
5. Kumar,V.; Venkatesan, R. and Reinartz, W. March 2006. Knowing What to Sell, When, and toWhom. Harvard Business Review.
6. What drives Customer Equity; Lemon, Rust and Zeithaml, Marketing Management, Spring2001.
7. Shah, Denish and Kumar, V. "The Dark Side of Cross-Selling." "The Dark Side of CrossSelling." (2012): 21-23.
8. Kumar, V; Petersen, J. Andrew; Leone, Robert P. 2007. ―How Valuable Is Word of Mouth?Harvard Business Review.
9. Thomas, J.; Reinartz, W. and Kumar, V. July/August 2004. ―Getting the Most Out of All YourCustomers. Vol 82, Issue 11. Harvard Business Review.
10. Kumar, V., and Mirchandani. Rohan. "Increasing the ROI of Social Media Marketing. MITSloan Management Review 54.1 (2012): 54-61.
11. Davenport, Thomas H. ―Competing on Analytics. January 1, 2006. Harvard Business Review.
12. Kumar, V. and Shah, Denish. 2011. Can Marketing Lift Stock Prices? Sloan Management Review, Vol. 52 (4).
13. Kumar, V. and Pansari, Anita. Measuring the benefits of employee engagement‖, 2015. MITSloan Management Review, Vol. 56 (4)
14. Kumar, V. (2013). "Profitable customer engagement: concept, metrics, and strategies", Sage Publications, India.
15. Kumar, V. (2008). Managing customers for profit: strategies to increase profits and build loyalty. Upper Saddle River, NJ: Pearson Education.
16. Kumar, V. & Reinartz, W. (2019). Customer Relationship Management Concept, Strategy, and Tools. Berlin: Springer Berlin.
17. Petersen, J. A. & Kumar, V. (2012). Statistical Methods in Customer Relationship Management. Wiley.
18. Shainesh, G. & Sheth, J. N. (2006). Customer relationship management: a strategic perspective. Delhi: Macmillan.
19. Sheth, J. N., Parvatiyar, A., & Shainesh, G. (2001). Customer relationship management: emerging concepts, tools, and applications. New Delhi: Tata McGraw-Hill Pub. Co.
20. Gosney, J. W., & Boehm, T. P. (2000). Customer relationship management essentials. Roseville (California): Prima Tech

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

Assessment Method:

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

MKT503 - Sales Management & Sales Promotion

Title of the subject	Sales Management and Sales Promotion
Subject Code	MKT 503
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	Marketing Management, Financial Accounting, Financial Management
Trimester/Semester	V

Description of the subject:

Through this subject our endeavour is to sensitize the students to the challenges faced by leading sales organizations in today's highly competitive economy. The students will also be taught the basics and theoretical fundamentals on how sales organizations are set and managed by integrating current technology, research and strategic thinking.

Course Objectives:

1	Enable students examine the elements of an effective sales force as a key component of the organization's total marketing effort
2	Extend student understanding of marketing's reach and the potential impact in achieving organizational goals.
3	Sensitize students to understand sales process, relationship between sales and marketing, sales force structure, customer relationship management (CRM), use of technology to improve sales force effectiveness, issues in recruiting, selecting, training, motivating, compensating and retaining salespeople.
4.	Enable the students to identify attributes and build sales personnel's motivation and make them design a compensation plan.
5.	Enable the students to understand & propose a budget as per the resources of the organization.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	DEVELOP a sound understanding of sales principles, essentials of sales management w.r.t. product category – Target Market.	Applying (BT LevelIII)
CO2	DESIGN the elements of an effective sales force in furthering total marketing effort/reach to achieve organizational goals.	Creating (BT Level VI)
CO3	EVALUATE Sales quotas & sales territory allocation in a given market by category.	Evaluating (BT LevelV)
CO4	DESIGN a proper compensation plan for motivate sales force and optimize sales effectiveness.	Creating (BT Level VI)
CO5	PROPOSE a budget in alignment with marketing objectives based on costs, past trends and future estimates.	Creating (BT Level VI)

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	Techno Proponent
CO1			3	3			
CO2			3	3		2	
CO3		2	3	3		2	
CO4			3	3			
CO5			3				

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Sales Organization and its evaluation - Job and role of Sales Management in Organizations	CO1
2	6 Steps in selling & presentation skills / contents	CO1
3	Sales Management Planning	CO2
4	Sales Management Information Systems, Sales Forecasting	CO2, CO3
5	Sales Budgeting and Planning quotas	CO2,CO3, CO5
6	Manpower Planning for the sales organization for and development of sales organization.	CO1, CO2, CO3
7	Recruitment, selection, training, and development of sales Personnel	CO2
8	Time and Territory Management – Territory Planning, establishing and revising territories, bases of territory design, methods of territory design including computer models, assigning sales people to territories route planning and territory coverage	CO2,CO3
9	Sales incentives and sales compensation	CO2,CO3, CO4, CO5
10	Sales and Inter Departmental Functioning / Relationship	CO1
11	Sales Force Performance evaluation and control	CO3, CO4
12	Identify the roles of consumer and trade promotion activities in terms of differences, characteristics and application	CO2,CO3
13	Sales promotion strategies to integrate below the line promotion into the communication mix.	CO1, CO2, CO3
14	Process of researching, planning and setting goals	CO2,CO3, CO4, CO5
15	Measure and test the effectiveness of sales promotion mix	CO1,CO2,CO3

Reference Texts / Books / Websites / etc.:

1. Futrell, C. M. (2003). Sales management: Team work, leadership, and technology (6th edition).Australia: South-Western.

2. Gupta, S. L. (1999). Sales and distribution management(2nd Edition) Excel Books, New Delhi, India.
3. Norman A. P. Govoni, Edward W. Cundiff, Sandeep Puri, Richard R. Still. (2017) Sales and Distribution Management(6th Edition): Pearson
4. Rolph E. Anderson, Joseph F. Hair, Alan J. Bush (1988). Professional Sales Management,(3rd Edition) McGraw-Hill Inc.,US.
5. Rosann Spiro, William Stanton, Gregory Rich (2003). Management of a sales force(11th ed): McGraw Hill Education
6. Still, R. R., Cundiff, E. W., & Govoni, N. A. (1976). Sales management: Decisions, policies and cases. Englewood Cliffs: Prentice-Hall.

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

Assessment Method:

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

MKT403 - Integrated Marketing Communication

Title of the subject	Integrated Marketing Communication
Subject Code	MKT 403
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	V

Description of the subject:

Integrated Marketing Communications is a strategic integration of marketing tools such a s advertising, online marketing, public relation, direct marketing, and sales promotion to provide unique, consistent and maximum communication impact. Thus, it is imperative for an organisation to amalgamate these promotion tools to create a seamless experience for the customers. Further, IMC plays a pivotal role in building brand awareness, brand attitude, brand identity and brand equity.

Course Objectives:

1	To describe meaning and tools of the IMC mix and the IMC planning process and examine its role in branding.
2	To understand various facets of advertising, sales promotion, PR, direct marketing, and online marketing.
3	To create an integrated media strategy and creative message strategy to persuade the target consumer with unique brand positioning and deliver the brand promise.
4	To construct a marketing communication mix to achieve desired communication and behavioural objectives of the IMC campaign.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	Ability to UNDERSTAND the meaning, relevance, and importance of IMC tools in branding.	Understanding (BT Level-II)
CO2	Ability to DEMONSTRATE the knowledge of each of tool of IMC and their implications in consumer behaviour and overall communication campaign.	Applying (BT Level-III)
CO3	Ability to CONSTRUCT a basic media strategy and craft a rudimentary creative message strategy.	Creating (BT Level-VI)
CO4	Ability to OUTLINE an IMC campaign, integrating all elements of IMC to achieve the desired objectives.	Remembering (BT Level-I)

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	Techno Proponent
CO1			3	3			
CO2		2	3	3			
CO3		3	3	3			
CO4		3	3	3			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to Integrated Marketing Communications: Evolution of IMC, Need for IMC, Overview of IMC components – Advertising, PR, Consumer and Trade Promotions, DM, Personal Selling and Ecommerce. IMC strategic planning process.	CO1, CO2
2	Advertising – types ad agencies, organizational structure of advertising agency and its function,	CO2
3	Setting objectives with specific reference to 7 Box Strategy, Brand objectives including brand positioning, brand attitude, brand awareness and brand image and understating market structure	CO2, CO3
4	Advertising: Creative message strategy, preparing and executing the advertising strategy	CO3
5	Sales Promotions – Scope and role of sales promotion, Strategies and tactics for effectiveness	CO2, CO3
6	Personal selling – Conventional selling practices and new trends – call centres, multi-level marketing, viral marketing	CO2
7	PR and media management – functions and tools of PR, role of PR in Crisis. Profiling target audiences and crafting media exposure strategies.	CO2
8	Direct marketing – the evolution from mail order selling to database marketing. The emerging trend towards CRM	CO2
9	Internet and Mobile Advertising	CO2
10	Evaluating IMC Programs- using appropriate metrics, determining effectiveness levels, setting benchmarks.	CO4

Reference Texts / Books / Websites / etc.:

1. Belch, G., E., & Belch, M., A. (2004). Advertising and Promotion: An Integrated MarketingCommunications Perspective. 11th edition. Boston: McGraw-Hill.

2. Batra, R., Myers, J. G., &Aaker, D. A. (1996). Advertising Management. Upper Saddle River, N. J: Prentice Hall.
3. Klein, N. (2000). No Logo: Taking aim at the brand bullies. Toronto: Knopf Canada.
4. Aaker, D. A. (1996). Building strong brands. New York: Free Press
5. Shah., K. (2008). Advertising and Promotions: An IMC Perspective. New Delhi. Tata McGraw Hill.

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

1. The _Incredible India; Campaign: Marketing India to the World – icmrindia.org

Assessment Method:

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

Finance Specialisation

FIN 502 - Strategic Cost Management

Title of the subject	Strategic Cost Management
Subject Code	FIN 502
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	Finance Specialisation
Trimester/Semester	V

Description of the subject:

‘Strategic Cost Management’ is the application of cost management techniques that simultaneously improve the strategic position of a firm and reduce costs, which helps in long term profit maximisation.

Course Objectives:

1	To introduce strategic cost management concepts with a strong focus on cost reduction and long-term profit maximization.
2	To enable students to develop cost strategies for long term competitive advantage, which are cost effective and yield adequate financial returns.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	EXAMINE the important ‘Strategic Cost ‘management tools and techniques to make long term strategic business decisions.	Analysing (BT Level-IV)
CO2	APPLY the ‘Responsibility Accounting’ concept for performance evaluation, using ‘Transfer Pricing ’technique for inter department/ intercompany material transfers to maintain overall profitability of the organization.	Applying (BT Level-III)
CO3	APPLY the ‘Activity based costing’ tool to avoid under/ over costing of overheads and to measure total cost accurately.	Applying (BT Level-III)
CO4	EVALUATE the importance of ‘Value chain’ in measurement of cost by doing value chain analysis.	Analysing (BT Level-IV)
CO5	APPLY the concept of ‘Target costing’ in the competitive market to decide the selling price.	Applying (BT Level-III)

CO Number	Course Outcome	Blooms Level (in word)
CO6	APPLY the 'Balance score card' concept in the overall performance (financial and nonfinancial) of an organization.	Applying (BT Level-III)

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	Techno Proponent
CO1					2		
CO2			3		2		
CO3		2	3				
CO4		2					
CO5		2	3		2		
CO6			3		2		

Detailed Contents:

Sr. No.	Contents	CO(s) Mapped to the Topic
1	Introduction to Strategic Cost Management: Definition, importance	CO1
2	Value Chain Analysis: Implications of value chain in decision making and long-term Cost management.	CO4
3	Activity Based Costing: Concept of cost & activity driver, Activity Based Management.	CO3
4	Product Life Cycle Costing, Target Costing, Business Process Engineering- Theory of constraints.	CO5
5	Objective Based Costing, Cost Reduction and Strategy based Responsibility Accounting System, Transfer Pricing.	CO2
6	Balance Score card - concept prospective and limitations, establishing objectives and performance measures in different perspectives of balance score card.	CO6

Reference Texts / Books / Websites / etc.:

1. CharlesHorngren,SrikantDatar, MadhavRajan, (February 4, 2017), Cost Accounting- A Managerial Emphasis, 16th Edition Pearson.
2. Blocher, Chen Cokins& Lin- (2004)-Cost Management- A Strategic Emphasis- Tata McGraw Hill Publication, 3rd/4th Edition
3. John Shank & Vijay Govindrajan- (2008)-Strategic Cost management- The New Tool for competitive advantage, Free Press.
4. Robert Kaplan & Anthony Atkinson- (1998)-Advance Management Accounting- Prentice Hall Publication, 3rd Edition.

Additional Reading: Harvard Business Publishing:

1. Competitive advantage- Michael Porter
2. Evolution of time driven Activity Based Costing- Robert Kaplan & David Norton
3. Balance score card- Measures that drive performance-Robert Kaplan & David Norton.

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

Assessment Method:

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

FIN 503 - Corporate Tax Planning and Fiscal Policy

Title of the subject	Corporate Tax Planning and Fiscal Policy
Subject Code	FIN 503
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	1st year Business Taxation subject
Trimester/Semester	V

Description of the subject:

Corporate tax planning is based on the Fiscal Policy of India for that financial year. Fiscal policy means the use of taxation and public expenditure by the government for stabilization or growth of the economy.

Course Objectives:

1	To understand applicable sections of Income tax Act of 1961, for corporate tax planning.
2	To understand the rationale for the scheme of the law to understand its role in fiscal policy.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	EXAMINE the meaning of corporate tax planning.	Analysing (BT Level-IV)
CO2	EXAMINE how fiscal policy influences corporate tax planning.	Analysing (BT Level-IV)
CO3	EXAMINE components of Corporate Taxation.	Analysing (BT Level-IV)
CO4	ANALYSE factual situations and recognize tax implications.	Analysing (BT Level-IV)
CO5	CONSTRUCT the legally permissible Tax Planning avenues of Corporate Taxation.	Creating (BT Level-VI)

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	Techno Proponent
CO1			3			2	
CO2			3			2	
CO3			3			2	
CO4			3			2	
CO5		2	3		2	2	

Detailed Contents:

Sr. No.	Contents	CO(s) Mapped to the Topic
1	Company as Taxable Entity - Distinguishing Features, when compared with other Taxable Entities.	CO1
2	Study of Sections Specific to Companies: For example: 2(8); 115B; 72A; 73; 79, etc. (To be updated with Annual Finance Act)	CO3
3	Tax Planning for Companies - Under the heads Capital Gains & Business.	CO2
4	Taxation of Foreign Company (Brief Overview), international taxation transfer pricing etc.	CO3
5	Important Case Law on Tax Planning vis Tax Evasion and other relevant Cases related to Companies.	CO4
6	Tax Planning through Strategic Exercises like Amalgamation and Mergers.	CO4
7	Introduction to GST & Fiscal Policy and Planning & GST (Annual Union Budget)	CO3
8	Trends of Fiscal Planning in India - Meaning, Objectives and Impacts on the Economy.	CO5
9	Tax Laws/ Union Budget: Direct & Indirect tax: Brief overview	CO4
10	Overview of Public Debt, Deficit Financing: Reasons, methods adopted by Govt.	CO2

Reference Texts / Books / Websites / etc.:

1. Income Tax Act 1961- As amended by Finance Act.
2. Dr. Vinod K Singhania & Dr. Monica Singhania -Corporate Tax Planning and Business Tax procedures with case studies.- Taxxman Publications-21st Edition
3. T. N. Manoharan- (February 2020)- Direct Tax laws and International taxation- Snow White Publications-25th edition.

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

Assessment Method:

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

FIN 504 - Security Analysis & Portfolio Management

Title of the subject	Security Analysis and Portfolio Management
Subject Code	FIN 504
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	1st year Finance Subjects
Trimester/Semester	V

Description of the subject:

Security analysis is the analysis of tradable financial instruments called securities. Portfolio Analysis is the process of reviewing or assessing the elements of the entire portfolio of securities or products in a business. The review is done for careful analysis of risk and return.

Course Objectives:

1	To define security analysis and portfolio management.
2	To identify risk and return relationship and make a portfolio which explains the risk return relationship.
3	To measure portfolio performance and use it for selection of optimal portfolio.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	EXAMINE alternatives available for investment.	Analysing (BT Level-IV)
CO2	ANALYSE the equities and bonds by correlation coefficient, expected return and variance of return.	Analysing (BT Level-IV)
CO3	ASSESS to measure risk and return for single and multi-asset portfolio using fundamental analysis, technical analysis, investor behaviour analysis etc.	Evaluating (BT Level-V)
CO4	ANALYSE portfolio performance measures like Sharpe index, Trey nor index, Jensen’s measure etc.	Analysing (BT Level-IV)
CO5	ASSESS strategies followed by investment practitioners.	Evaluating (BT Level-V)

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	Techno Proponent
CO1		2	3	2	2		
CO2			3	2			
CO3		2	3	2			
CO4			3	2			
CO5		2	3	2			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction to Securities, Investment Setting, Investor Behaviour Analysis.	CO1
2	Risk And Return - Risk and return in each asset class - equity, fixed income, MF etc., - Simple determination of stock market price using time value of money - simple one period and multi period case. - Return on common stock under uncertainty, for a single stock Expected Return, Variance of Return, Concept of probability Distribution of Returns, - Co-movement of two Assets returns, Measuring of Covariance definition and Simple Numerical Example, Correlation Coefficient, - Co-movement of two Assets returns, Measuring of Covariance definition and Simple Numerical Example, Correlation Coefficient, - Two asset portfolio case, expected return and variance of returns of a Two asset Portfolio Simple Numerical Example and Graphical Illustration, - Diversification of Risk, Systematic and Unsystematic risk.	CO1, CO3
3	Security Market Indicators – Index- market breadth, market sentiments.	CO4
4	Modern Portfolio Theory - General N-asset Portfolio Problem, Marches Model: Objectives Function and Constraints, Meaning of Efficient Frontier / Set, Concept of CML (Capital Market Line), Concept of Market Portfolio, Risk Free rate, Borrowing and Lending rates.	CO2
5	Sharp's Single Index Or Market Model: - How Asset Returns move with the market., - Slope of security Market Line (SML), - Properties of any asset on the line., - Assumptions and some empirical evidence of CAPM, - Arbitrage pricing theory - Introduction.	CO4
6	Capital Asset Pricing Model: - Statement of CAPM. - Slope of security Market Line (SML), - Properties of any asset on the line. Assumptions and some empirical evidence of CAPM, Arbitrage pricing theory – Introduction.	CO2, CO3

Sr. No.	Content	CO(s) Mapped to the Topic
7	Efficient Market Hypothesis (EMH) : - Random walk theory, - Weak, Semi-Strong and Strong form, - Empirical Evidence of EMH, Anomalies in the markets: Firm Size Effect, January Effect, Monday Effect.	CO2, CO3
8	Hedging, speculation and managing risk - return balance - Effect of taxation on investment decision, permissible deductions, exemptions, tax free investments, tax lots and loss harvesting Asset allocation basics - as per IPS, tolerance definitions, substitution rules Weighted average cost of capital, portfolio beta and risk premium, - Using fundamental analysis for security selection and technical analysis for timing of orders, - Investor behavior analysis - cyclic nature, need induced decisions, tax dependencies, risk and return expectations, modelling using intelligence derived from behavioral analysis.	CO5
9	Portfolio Performance Measures - Sharp Index, - Treynor Index, - Jensen's Measure, - Empirical Test of Mutual Fund Performance & EMH.	CO5

Reference Texts / Books / Websites / etc.:

1. Fischer, D.E. and Jordan, R.J., Security analysis and portfolio management. Prentice Hall. 5threvised edition (1991)
2. Chandra, P., 2017. Investment analysis and portfolio management. McGraw-Hill Education. 5thedition
3. Achelis, S.B., 2013. (2nd edition) Technical Analysis from A to Z. New York: McGraw Hill.
4. Edwards, R.D., Magee, J. and Bassetti, W.C., 2018. Technical analysis of stock trends. CRC press.

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

Assessment Method:

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

FIN 501 - Corporate Laws

Title of the subject	Corporate Laws
Subject Code	FIN 501
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	First year subject-Legal Aspects of Business
Trimester/Semester	IV

Description of the subject:

Corporate laws include laws governing the rights, relations, and conduct of persons, companies, organizations and businesses. It refers to the legal practice relating to, or the theory of corporations. Corporate laws describe the laws relating to matters which derive directly from the life-cycle of a corporation.

Course Objectives:

1	To familiarise students with different corporate laws applicable for doing the business in India.
2	To help students develop an ability to understand, analyse and interpret the applicable corporate laws which affect the functioning of the business.
3	To help students develop an understanding of the legal and regulatory aspects in mitigating legal risks to the business.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	EXAMINE the legal rules and principles for an effective management of the company.	Analysing (BT Level-IV)
CO2	EXAMINE applicable sections of Companies Act, SEBI Act, FEMA, Money Laundering Act, Recovery of Debts Act, IBC, NBFC law, related to the legal and institutional framework of the company.	Analysing (BT Level-IV)
CO3	ANALYSE the implications of the non- adherence of the applicable sections of Companies Act, SEBI Act, FEMA, Money Laundering Act, Recovery of Debts Act, IBC, NBFC law, rules and regulations.	Analysing (BT Level-IV)
CO4	EXAMINE the ethical issues involved in non-adherence to the laws.	Analysing (BT Level-IV)

CO Number	Course Outcome	Blooms Level (in word)
CO5	EXAMINE reforms in the bankruptcy and insolvency regimes are critical for improving the business environment and alleviating distressed credit markets.	Analysing (BT Level-IV)

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	Techno Proponent
CO1			2			2	
CO2			2			2	
CO3			2			2	
CO4			2			2	
CO5			2			2	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Overview of Companies Act, 2013 - Introduction to Companies Act, 2013, Incorporation of a Company, Kinds of Companies, Directors: Appointment and Qualifications of Directors, Duties and Liabilities of Directors, Management of a Company, - Meetings, Committees, Salient features of Issue of Capital, Fund Raising of Capital, Salient features of Winding up of a Company.	CO1,2,4,5
2	Overview of Securities Contract Regulation Act 1956. - SEBI Act 1992, - Depositories Act 1996, - SEBI (Issue of Capital & Disclosure Requirement Regulations, - 2009) SEBI Mutual Fund Regulations, - SEBI Insider Trading Regulations, SEBI Takeover Code 2011.	CO1,2,4,5
3	Overview of FEMA 1999 – Salient Features.	CO1,2,4,5
4	Overview of Foreign Exchange Management (Current Account Transaction) Rules, 2000)- Salient features.	CO3,4.5
5	Overview of Prevention of Money Laundering Act, 2002: Salient Features.	C03,4,5
6	Overview of The Recovery Of Debts Due To Banks And Financial Institutions Act, 1993 (DRT), - The Securitisation And Reconstruction Of Financial Assets and enforcement Of Security Interest Act, 2002 (SARFESI).	CO3,4,5
7	Overview of law relating to NBFC (S/45 (I) of RBI Act 1934): Salient features	CO3,4,5
8	Overview of Insolvency & Bankruptcy Code (IBC) of 2016: Salient features	CO3,4,5

Reference Texts / Books / Websites / etc.:

1. Patwari, I., 2017. Bank Mergers and Acquisitions: A Comparative Analysis of the Banking Regulation Act, 1949 with the Companies Act, 2013.
2. Means, G., 2017. The Modern Corporation and private property. Routledge. 2nd Edition
3. Iyer, V.L., 2001. Taxmann's SEBI Practice Manual. Taxmann Allied Services.
4. Agarwala, S.N.L., 2003. Assessment of Business Profits. TAXMANN PUBLICATIONS PVT LTD.
5. Khilnani, D.T., Foreign Exchange Management Manual Based on FEMA 1999 - 35th Edition 2019 (Snow White Publications Pvt Ltd.).
6. NBFC – Taxmann 23rd Edition (2019)
7. Corporate Laws by Dr. Anil Kumar – International Book House Ltd - 8th Edition (2019)
8. Raghuvanshi, R.S., 2006. NBFCs-Formation, regulation & remedies.

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

Assessment Method:

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

Operations Specialisation

OPN 511 - Operation Analytics

Title of the subject	Operation Analytics
Subject Code	OPN 511
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

One of the important factors that keeps any organisation competitive is how it does its every operation like purchase, manufacturing, distribution, finance, HR etc. efficiently. In order to achieve this, the experts finding efficient solution should discover innovative and intelligent way of modelling a business problem which is often complex. It also calls for knowledge of Optimisation techniques and use of software's that are available. Students have learnt Operations Research in Trim II and Advanced Optimisation Techniques in Trim IV. This course gives hand-on experience to students to solve operations problems across all business functions. It includes innovative and intelligent way of modelling a business problem and use of Excel solver to obtain solution and do sensitivity analysis.

Course Objectives:

1	To understand innovative and intelligent ways to build optimisation models of complex business situation.
2	To understand use of Excel solver for finding solution and do sensitivity analysis.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	UNDERSTAND key ideas and concepts in operations management.	Understanding (BT Level-II)
CO2	APPLY analytics platforms and tools in organizations in their operations processes	Applying (BT Level-III)
CO3	APPLY data and analytics platforms to improve operations decisions.	Applying (BT Level-III)
CO4	ANALYSE to prevent failures using Failure Mode Effect Analysis (FMEA).	Analysing (BT Level-IV)
CO5	CREATE Proactive systems that are predictive in nature to execute operations with minimum interventions.	Creating (BT Level-VI)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1			3				
CO2			3	2			2
CO3			3				1
CO4			3	2			
CO5		3	3	2			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Modelling process, introduction 7 step process, LPP	CO1
2	LPP	CO1, CO2
3	LPP	CO1, CO2
4	Network models ppt	CO2, CO3
5	Simulation ppt	CO2, CO3
6	Simulation applications	CO2, CO3, CO4
7	Business analytics	CO4, CO5

Reference Texts / Books / Websites / etc.:

1. Management Science: Modeling with Spread sheets – Albright, Winston (Cengage Learning)
2. Introduction to Management Science with Spread sheets – Stevenson, Ozgur (McGraw-Hill)
3. Introduction to Management Science: A Modeling and Case Studies Approach – Hillier and Hiller (McGraw-Hill)
4. Spread sheet Modeling and Decision Analysis: A Practical Introduction to Business Analytics – Cliff T Ragsdale (Cengage)

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

Assessment Method:

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

OPN 501 - Excellence in Manufacturing and Sustainability

Title of the subject	Excellence in Manufacturing and Sustainability
Subject Code	OPN 501
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

Many Organizations are implementing operational excellence initiatives to be competitive in the industry. The initial results are very encouraging but subsequently, it was difficult for many organizations to sustain the initial success. The purpose of this subject is to understand how to implement a sustainable operational excellence initiative in the organization. The subject explains a model for sustainability of operational excellence which considers the social, economic and environmental aspect of operational excellence. In addition, organizational culture and agility are found to contribute a major role in sustainable organizational excellence.

Course Objectives:

1.	To make student understand sustainability, sustainability leadership, and the sustainable enterprise as it relates to stakeholder value that requires performance on multiple dimensions.
2.	To enable students to apply sustainability values using a variety of 6R frameworks for engaging in meaningful manufacturing sustainability practices.
3.	To enable students remember select leadership actions that support the natural rhythms of change when engaging with others in continuous process of social change
4.	To make student understand adoption of Various alternate resources and methods in Manufacturing.
5.	Address Behavioural issues in adopting Sustainability Practices.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	APPLY the sustainability principles - Reduce Waste, Recycle, Reuse in the real-world business scenarios.	Applying (BT Level-III)
CO2	Students will learn to EVALUATE and select the options in manufacturing system to address technical and process challenges	Evaluating (BT Level-V)
CO3	Student will be able to rethink existing manufacturing methods and generate innovative new methods for improving the whole factory concept and production	Applying (BT Level-IV)

CO Number	Course Outcome	Blooms Level (in word)
CO4	Student will be able create an environment for manufacturing excellence which will be sustainable (PESTLE Method)	Creating (BT Level-VI)
CO5	CREATE an environment of 3R's for manufacturing excellence which will be sustainable.	Creating (BT Level-VI)
CO6	DEVELOP innovative methods of using alternative materials, smart factory using natural resources of energy for improving the whole factory process and production considering existing manufacturing methods	Applying (BT Level-IV)

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	Techno Proponent
CO1		1	1	1	1	1	
CO2	3	3	3	3	2	3	
CO3	2	3	3	3	3	3	
CO4	3	2	3	3	3	3	
CO5	3	3	3	3	3	3	
CO6	3	3	3	3	3	3	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Lean Manufacturing: Toyota Production System	CO1, CO2, CO3
2	Identification of 7 waste: Muda, Mura & Muri	CO1, CO2, CO3
3	Elements of Lean manufacturing	CO1, CO2, CO3
4	Value Stream Mapping	CO1, CO2, CO3
5	Theory of Constraints: Core Concepts	CO1, CO2
6	TOC: Basics of TOC – 5 Focusing steps, Application	CO1, CO2
7	Introduction to Environment issues	CO1, CO2
8	Environment Resources & its problems.	CO1, CO2
9	Promoting Sustainable Development	CO1, CO2
10	Environment Quality Standards: ISO 14000	CO1, CO2
11	Corporate Responsibilities	CO4, CO5, CO6

Sr. No.	Content	CO(s) Mapped to the Topic
12	Renewable Energy: Types, Source, Economics	CO4, CO5, CO6
13	Most Sustainable Corporations in the World: Best Practices	CO4, CO5, CO6
14	Water as Natural Resource: Rainwater Harvesting, Sources of water containment	CO1, CO2
15	Pollution control boards: State Level, Role, Ministry of Environment	CO1, CO2

Reference Texts / Books / Websites / etc.:

1. Shingo, Shigeo. (1985). SMED: A Revolution in Manufacturing, CRC Press
2. Liker, Jeffrey. (2004). The Toyota Way, McGraw Hill
3. Womack, John and Jones, Daniel (1990). The Machine that changed the world. Free Press
4. Goldratt, Eliyahu. (2014). ‘The Goal’ Northriver press
5. Senge, Peter. (2008). The Necessary Revolution - Working Together to Create a Sustainable World. Crown Publishing
6. YouTube Channel with short videos explaining the concepts – channel name: Dr. Shrinivas Gondhalekar

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

Assessment Method:

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

OPN 504 - Business Process Re-engineering and Improvements

Title of the subject	Business Process Re-engineering and Improvements
Subject Code	OPN 403
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

Business Process Reengineering is a very dynamic subject and many organizations from different industries like ITES, Manufacturing, Service, Retail and Real Estate are looking at either building new processes or reengineering the existing processes to keep up with the pace of every changing dynamic businesses .The macroeconomic environment is moved from local to global to local and it gives immense opportunity for Process reengineering managers to contribute to the organizations to achieve harmonization in business, functional and management processes. Every business process as an input and output and with the paradigm of continual improvement any organization can at any point of time take up a reengineering process.

Course Objectives:

1.	Redesign of a Company's processes to achieve quantum leap in performance.
2.	Providing simple and well-organized framework for BPR.
3.	Performance Measures for services and Manufacturing business process.
4.	Evaluation of a business process for the requirements of IT and organizational redesign using BPR framework.
5.	Understand the concepts of Value Addition, Creation of AS-IS and TO-BE process flow charts.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	UNDERSTAND the Evolution of BPR, TQM & IT, BPR Methodologies (McKinsey, Accenture), Research Methodology	Understanding (BT Level-II)
CO2	APPLY techniques to reduce process cycle time, reduce cost and improve the quality of the process, products and outcomes to improve the existing business processes of organizations be it Multinational or Small Medium Enterprises	Understanding (BT Level-III)
CO3	ANALYZE the performance measures for service and manufacturing industry business processes.	Creating (BT Level-IV)
CO4	EVALUATE a business process that requires IT and organizational redesign using BPR Framework.	Creating (BT Level-V)

CO Number	Course Outcome	Blooms Level (in word)
CO5	CREATE ‘As-is’ and ‘To be’ process in manufacturing and service industries.	Evaluating (BT Level-VI)

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	Techno Proponent
CO1	1	1	2	2	3	2	
CO2	2	1	3	3	3	2	
CO3	2	2	2	1	3	1	
CO4	3	3	3	2	3	1	
CO5	3	1	3	1	3	1	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Why BPR: Introduction Need, Relevance, Taxonomy	CO1
2	Methodology of BPR, Understanding Current Processes	CO1 CO2
3	Re-engineering the path to change	CO5
4	Business Processes - Creating a new world of work	CO2, CO3
5	Embarking on Re-engineering Re-engineering opportunities and relevance to Enterprise Resource Planning.	CO4
6	Importance of BPR before introducing ERP systems	CO4
7	Benchmarking	CO3
8	Concepts of Value Addition, Creation of AS-IS and TO-BE process flow charts	CO2, CO5

Reference Texts / Books / Websites / etc.:

1. Hammer and Champy, (2004), ‘Reengineering the Corporation: A Manifesto for Business Revolution’ Collins.
2. B.Dey, (2015), ‘Business Process Reengineering and Change Management’,Biz Tantra
3. Giles Johnston, (2020), ‘Business Process Re-engineering: A Simple Process Improvement Approach to Improve Business Performance

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

Assessment Method:

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

OPN 503 - Design and New Product Development

Title of the subject	Design and New Product Development
Subject Code	OPN 503
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

New product development is a challenging, rewarding activity that requires multi-functional cooperation and inter-disciplinary skills. For all companies, successful product development is critical to success.

Course Objectives:

1	To understand the need for evolving new products which are vital for the consumers and continuously improving the existing designs of existing products in a time bound manner.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	UNDERSTAND the process of getting field data on unfulfilled need of customers [expressed & some not spelt out in clear terms] & relay those to design team as inputs.	Understanding (BT Level-II)
CO2	APPLY the basic technical, ergonomics & human factors principles in new Product Design.	Applying (BT Level-III)
CO3	APPRAISE all the team activities in order to meet the timeline for coming out with world class product.	Evaluating (BT Level-V)
CO4	EVALUATE the methodologies for product design, development & Management.	Evaluating (BT Level-V)
CO5	ELABORATE the roles, responsibilities and processes of DFMEA & QFD team and Design Review Team, prototype testing team, top management periodic review team & lastly NPD review team after final testing team.	Creating (BT Level-VI)

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	Techno Proponent
CO1		3	3		2		
CO2		3	3		2		
CO3		2	2		3		
CO4		3	3		2		
CO5		3	3		2		

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	The need for Product design and Engineering, Relevance and importance.	CO1
2	Product Design – A Marketing point of view / Product Manager‘s point of view / QC point of view	CO1
3	Quality Deployment Function relevant cases. QFD case study covering carefully listening to the voice of the customer and then effectively responding to those needs and expectations.	CO2
4	Product Development and Prototypes: Need of prototype, Prototyping Methods & Rapid Prototyping	CO2
5	Economic evaluation of Design: Life Cycle Cost Analysis, Value Engineering.	CO1, CO2
6	Preparation of Product Design Specification: Design for Excellence (DFX), Pilot – Production Run	CO2, CO3
7	Evaluation of Designs: Evaluation Plan, Evaluation design criteria. Product life cycle and continuous assessment – demand / costs / technology availability	CO3, CO4
8	Structure of Product Design, Examples of Poor Product Design Product Design Research – Basic & Applied. Basics of Design Failure Mode Effect Analysis (DFMEA).	CO4, CO5

Reference Texts / Books / Websites / etc.:

1. Mar, Donald Del. (1985). Operations and Industrial Management: Designing and Managing for Productivity. McGraw-Hill College.
2. Schroeder, Roger G. (1989). Operations Management: Decision Making in the Operations Function.
3. Chase, Richard B., Aquilano, Nicholas J., Jacobs, F. Robert. (2007). Operations Management for Competitive Advantage.
4. Hallgrimsson, Bjarki. (2012).Prototyping and Model making for Product Design. Laurence King Publishing.

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

1. Automobile Industry Design Case Study for QFD

Assessment Method:

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

Human Resource Specialisation

HR 501 - Organizational Development & Change Management

Title of the subject	Organizational Development and Change Management
Subject Code	HR 501
No. of Credits	3.0
No. of Hours	30 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	V

Description of the subject:

This course is for understanding the discipline of Organizational Development, in enhancing organizational performance and effectiveness Students would learn what it takes to be an OD practitioner(challenges of problem identification, diagnostics, interventions etc.) that are deployed during initiating, implementing, and sustaining major change. Students will learn how OD is different from other change management approaches. Employee well-being as an outcome, is as important as the hard business results. Students will learn the foundational values/beliefs/attitudes (at personal level and in the organisation as well), that are vital for initiating and sustaining OD based change management.

Course Objectives:

1	To Understand the role of Organizational Development in enhancing Organizational Performance and Effectiveness.
2	To comprehend the challenges, techniques, burdens, and successes associated with initiating, implementing and sustaining major changes in Organizations, using OD & other change management approaches.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	FACILITATE decision- making in areas of organizational development and change management for organizational effectiveness.	Creating (BT Level-VI)
CO2	ASSESS the role of OD practitioner with respect to internal and external client partners, while engaged in an OD process and intervention.	Evaluating (BT Level-V)
CO3	ARTICULATE the value of change management to peers and leaders for building a business case.	Understand (BT Level-II)

CO Number	Course Outcome	Blooms Level (in word)
CO4	EVALUATE the effectiveness of change management practices.	Evaluating (BT Level-V)
CO5	APPRAISE the values underlying the OD process.	Evaluating (BT Level-V)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1	3	2	3	2	2	2	
CO2	3	3	3	3	2	1	
CO3	3	2	3	3	2	1	
CO4		1	3	1	3		
CO5	2	1	3	3	2	3	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction of OD- Definition, History of OD, Values, assumptions, and beliefs in OD. Overview of OD, Change and the field of Organizational Development	CO1
2	Foundations of OD, Models, and theories – Systems theory participation and Empowerment, Teams and teamwork, Parallel learning structures, Theories of Planned Change, Change Models.	CO1
3	Organisational Change, Renewal, and Development: Planned change; Organisational growth and its implication for change; Kurt Lewin's model of change; Force field analysis; Change cycles- Power and participative types; Organisational renewal and re –energising; Institution building; Creativity and innovation.	CO1
4	Organisational Diagnosis: Techniques of organisational diagnosis- Questionnaires, interviews, workshops, taskforces, and other methods; Collecting and analysing diagnostic information; feeding back diagnostic information.	CO2, CO5
5	Key issues to consider in the diagnostic stage: Data collection methods and communication of the results.	CO3
6	The role of the OD practitioner- Role, Sills and Dilemmas, Management of initial steps in the OD process.	CO2

Sr. No.	Content	CO(s) Mapped to the Topic
7	OD Interventions: Change agents- Role, skills, and styles of change agents; Relation with the client system; Designing interventions; Evaluating and institutionalizing interventions; Action research, history and varieties of action research.	CO2
8	Structural interventions- Work redesign, work modules, Quality of work life (QWL), Quality circles (QC).	CO2
9	Behavioural interventions- Management by objectives (MBO), Sensitivity training, Transactional analysis; Career planning; Inter-group interventions-team building, survey feedback, Grid OD.	CO2
10	Techno-structural interventions- Restructuring organizations, Employee involvement, Work Design & Structuring.	CO2
11	*S*trategic Interventions – Organization and Environment relationships / Organization Transformation, Future Search, LSIP, Systems Thinking.	CO2
12	Implementation and Assessment of OD- Implementation conditions for failure and success in OD efforts, Assessment of OD and change in organizational performance.	CO2, CO4
13	The impact of OD Structure interventions and applicability of OD, Training experiences, T-groups, Behavioural modelling, Life, and career planning, Coaching, and mentoring, Instrumental training.	CO2, CO4
14	Power, Politics and OD – Research on OD, Future and OD, Some key considerations and issues in OD, Issues in consultant – client relationship, Mechanistic & Organic systems, and contingency approach; The failure of OD.	CO3
15	Trends in Organization Development- OD & HRD interface; OD in global settings; OD in Social/Not for Profit Sector, OD research and practice in perspective; Challenges and future of OD.	CO3

Reference Texts / Books / Websites / etc.:

1. Cummings, T. G & Worley, C. G. (2014) Organizational Development and Change, South-Western College Pub; 10 Edition.
2. French, W.L. and Bell, C.H., (1998) Organization Development: Behavioral Science Interventions for Organization Improvement, Pearson, 6th Edition.
3. Brown, D.R. (2010) An experimental Approach to Organization Development, Pearson, 8th Edition.
4. Anderson, D. L. (2011), Organization Development: The Process of Leading Organizational Change. SAGE publications, Second Edition.
5. Traeger, J. & Warwick, R. (2018). Organisation Development: A Bold Explorer's Guide. Libri Publishing.
6. Organization Development and Transformation- Managing Effective Change- Wendell French , Cecil Bell, Robert Zawacki
7. Websites: www.isabs.org www.astd.org www.ntl.org www.shrm.org

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

Assessment Method:

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

HR 502 - Global and Strategic HRM

Title of the subject	Global and Strategic HRM
Subject Code	HR 502
No. of Credits	3.0
No. of Hours	20 hours
No. of Sessions	15 sessions of 2 hours each
Marks	100 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	IV

Description of the subject:

This course is designed for understanding the concept and the range of Systems, Processes and Practices (encompassing Organisational, Business & Functional strategies.) The lens for developing this understanding, would be more strategic and the geographical footprint would be Global. The course will examine what are/could be the likely impact of the above three levels of Strategy on &HR/Human Capital Management approaches.

Course Objectives:

1	To provide the students with an understanding the global footprint of the HRM processes, alignment between Business Strategy and HRM Strategy.
2	To provide a Strategic lens to view all key HRM processes, factoring the perspective at the enterprise level, as conceptualized by Senior/Top Leadership , while keeping in view the opportunities and threats posed by the environment.
3	To learn the building blocks of HR strategy formulation and implementation in domestic &global scenarios, covering key HRM processes across the employee life cycle and/or the sub systems of the HRM function.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	UNDERSTAND global and local HRM strategies.	Understanding (BT Level-II)
CO2	EVALUATE strategic and executional architecture of the HRM strategy and processes	Evaluating (BT Level-V)
CO3	FORMULATE the competency requirements for a HRM professional.	Creating (BT Level-VI)
CO4	INTERPRET aspects of continuity and change embedded in the strategic HRM paradigm	Evaluating (BT Level-V)
CO5	ANALYZE different ways in which HRM can be strategically pursued within organizations.	Evaluating (BT Level-IV)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1	3	2	3	3	3	1	
CO2	3	2	3	3	3		
CO3	3	2	3	3	3	2	
CO4	2	2	3	2	3	2	
CO5	3	2	3	2	3	1	

Detailed Contents:

Sr. No.	Contents	CO(s) Mapped to the Topic
1	Overview: - Future of Work & Strategy, - Business strategy and Organizational Capability. What is Strategy, Role of Strategy, Vision, Mission, Values, Objectives, Goals. what is strategic thinking - Business and Strategy - Competitive Strategy"Ambitions beyond the resources": The Concept of Strategic Intent.	CO1
2	The Strategic Management Process & Strategic Decision Making, Strategic Fit, Leverage and Stretch, Strategic flexibility and Learning organization, Alignment of Business Strategy with HR Strategy, Role of Board of Directors, Top Management, Senior Management, Strategy Office in Strategic Management.	CO2, CO5
3	Environmental Analysis: Environmental Profile, Scenario Building & Planning, Environmental scanning techniques- ETOP, QUEST,SWOT,TOWS), Michael Porters Model of Industry Analysis, Analysis of Internal Environment– Resource Audit; Resource and Competition	CO1
4	Human Resource as Resource: The resource-based view of HR Strategy -(RBV); Value Chain Analysis; Core and Distinctive Competencies Sustainable Competitive Advantage, Strategic approach to Organization Culture, as a competitive assetGeneric Strategies-Balanced Score Card approach and Strategy Maps.	CO1
5	Strategic options at Corporate Level –Growth, Stability, Corporate Restructuring Strategic options at Business Level- Michael Porters' Competitive Strategies and Cooperative Strategies. The Five Forces Model – Michael Porters' Competitive Strategies and Cooperative Strategies. Evaluation of Strategic Alternatives – Product Portfolio Models BCG Matrix, GE Matrix,Blue Ocean- Red Ocean Strategy, net Promoter Score, The Miles, and Snow typology of Organization	CO2, CO5

Sr. No.	Contents	CO(s) Mapped to the Topic
6	Aligning Leadership to Business Objectives Implementation of Strategy- Interdependence of Formulation and Implementation of Strategy; Issues in strategy implementation- Planning and allocating resources;Budgets and support system commitment. Strategy evaluation and control,	CO4, CO5
7	HRM and the Environment: The transformations in HR from a strategy perspective, Different stages of Globalisation- Forces for and against, Versions of HRM, The idea of Fit or Congruence, Theoretical perspectives for HRM, The models of SHRM: High Commitment, High Performance and High Involvement- Motivation for Performance- Michigan Model, Dave Ulrich Model, SHRM Model, NHRDN Model, CIPD Model,	CO1, CO5
8	Developing an outside in and inside out view- Strategic HRM Managing Global Human Resources/Capital, Leadership of Global organisations/Talent, Ethnocentricity, Regio-centricity and Geo-centricity, Change and Diversity, Global Mobility of Talent, Virtuality - Leadership - Understanding National Cultures, Occupational Culture , Firm Culture, Situation Specific Strategies, Competing in emerging industries, maturing or declining industries, Competing in industries being impacted by Technology disruptions, fragmentation, , hyper –competitiveness and turbulence, For industry leaders, runner -up firms and weak businesses	CO1, CO2
9	Strategic HRM challenges and issues, Pros and cons of organic and inorganic growth Organisation Structure and Design (Charles Handy's Shamrock), Creating Team based Organisations, Embedding BPR, TQM & Flexible work arrangement, Future of work – integration- AI, Machine Learning, Deep Learning.	CO2
10	Strategic Approach to Talent Acquisition, including Metrics: Talent Acquisition –Make vs Buy Trade-offs, Role Design/Job Description/Person Specifications, Newer/Innovative ways- acquire talent, Importance of Culture Fit, E- Recruitment, Pros & Cons of Culture Fit, Global Talent pool- International Assignments, International Cadre, Access and Partnerships- 'Factories of Talent'.	CO3
11	Strategic Approach to Performance Management, Workforce Development including Metrics, Career Planning, Succession planning, Career Pathing, HiPo/Top Talent, Differentiation: Performance-, Potential Matrix, Versatility Index, Learning, E –Learning	CO3
12	Strategic Approach to Total Rewards Management: Discretionary effort, Variable Pay, ESOP's	CO3

Sr. No.	Contents	CO(s) Mapped to the Topic
13	Strategic ER & IR: Managing growing aspirations of young workmen/workforce, the employability, Entrepreneurial and Employment Challenges, Aligning Business growth and profits with equity, fairness, and decent work(ILO)	CO4, CO5
14	Strategic ER & IR:Specific challenges in IR – Global (US, Germany, Japan, China) and India. Unions, Collective Bargaining and Negotiation	CO4, CO5
15	Emerging and Future challenges for Strategic HRM response, Ethics, CSR, Inclusion & Diversity management, Occupational Health and Safety, Accelerated Change Management	CO2, CO4

Reference Texts / Books / Websites / etc.:

1. Briscoe, D. & Randall, S (2004). International Human Resource Management: Policy and Practice for the Global Enterprise. Psychology Press. Volume 5 of Global HRM Series.
2. Schuler, R.S. & Jackson, S. E. (2008). Strategic Human Resource Management. Wiley-Blackwell, 2nd Edition.
3. Harzing, A & Pinnington, A.H. (2014) International Human Resource Management. Sage Publications, Fourth Edition.
4. Perlmutter, Howard V. (2017) The tortuous evolution of the MNC (E Book), London: Routledge
5. Mello, Jeffrey A. (2015). Strategic Management of Human Resources, 3/e; New Delhi: Cengage Learning
6. Greer, Charles, R. (2012). Strategic Human Resource Management, 2/e; New Delhi: Pearson Education
7. Boselie, Paul (2011). Strategic Human Resource Management, 1/e; New Delhi: McGraw Hill Education
8. Armstrong, Michael (2006) Strategic Human Resource Management: A Guide to Action, (3 edition) Kogan Page Publishers.
9. Porter, M. (1996). “What is strategy? “Harvard Business Review 74(6) 61–78. © Harvard Business School Publishing.
10. Hamel, Gary& Prahalad, C.K (1993) Strategy as Stretch and Leverage. Harvard Business Review
11. Hamel, Gary& Prahalad, C.K. (1989) Strategic Intent. Harvard Business Review,
12. Website: Website of world at work, ILO, www.shrm.org: www.cipd.org: www.atd.org

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

Assessment Method:

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

HR 504 - Global & National Workplace Planning & HR Audit

Title of the subject	Global and National Workplace Planning & HR Audit
Subject Code	HR 504
No. of Credits	1.5
No. of Hours	15 hours
No. of Sessions	8 sessions of 2 hours each
Marks	50 marks
Pre-requisite Subject(s), if any	-
Trimester/Semester	V

Description of the subject:

Global & National Workplace Planning: This course is for understanding the need for Workforce Planning (Global and Local). This would envelop Policies/Geo-Political factors that encourage/discourage global mobility. Students will learn quantitative & qualitative approaches, which can be applied for businesses to optimise their work force. (Manage costs, Ensure supply chain responsiveness, while serving customers and consumers). Students will also understand how AI, Machine Learning, Deep learning etc. would influence & impact workforce composition.

HR Audit: The course is for understanding the evolution & need for HR Audit, including contemporary approaches. Students will learn effectiveness of HR sub-systems, their interdependencies and how to ensure alignment with Organisational Purpose & Strategy.

Course Objectives:

1	To identify the Need for Workforce Planning –Global and Local, including Policies/Geo-Political factors that encourage/discourage global mobility.
2	To learn the processes and application of Global and National Workforce Planning.
3	To understand about HR audit with the help of various instruments such as HR Score Card.
4	To calculate HR cost, investments and return on investments and preparing HR audit reports.

Course Outcomes (COs):

CO Number	Course Outcome	Blooms Level (in word)
CO1	UNDERSTAND the need and challenges associated with Global/National workforce planning	Understanding (BT Level-II)
CO2	DEVELOP right models and Technology for engaging in workforce planning**.**	Applying (BT Level-III)
CO3	DEVISE different strategies of HR Audits.	Evaluating (BT Level-IV)
CO4	SELECT the appropriate Audit methodology and instruments, to engage in designing and executing an Audit.	Evaluating (BT Level-V)
CO5	EVALUATE the quantitative & qualitative approaches, which can be applied for businesses to optimize their work force	Evaluating (BT Level-V)

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	Techno Proponent
CO1	2	2	2	2	3		
CO2	3	3	3	2	3		
CO3	1		3	1	1		
CO4	2	2	3	2	2		
CO5	2	2	3	2	3	1	

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Introduction- Workforce Planning, Basis for WP, Meaning and objectives of WP, alignment and linkages with Strategic Planning, Operational Planning, Productivity and setting standards, Global Mobility, Automation	CO1
2	Work Force Planning and Forecasting – Demand forecasting, Supply forecasting, Mobility options, Redeployment, Rightsizing. Workforce numbers and Costs, Company Budget/P&L – determining right mix of different types of workforce profiles.	CO1
3	Optimizing Workforce Costs, applying Modelling- Why and how of Qualitative & Quantitative Models/ approaches – Managerial Judgment, Organization & Methods Study, Statistical Methods (Ratio/Trend Analyses, Regression Analysis, Burek –Smith Model, Delphi, Nominal, Markov chain models, Renewal Models, Ecological Model, Network Models, Simulations	CO2,CO5
4	Optimizing Workforce Costs, Applying Modelling: Why and how of Qualitative & Quantitative Models/ approaches – Managerial Judgment, Organization& Methods Study, Statistical Methods (Ratio/Trend Analyses, Regression Analysis, Burek –Smith Model, Delphi, Nominal, Markov chain models, Renewal Models, Ecological Model, Network Models, Simulations	CO2,CO5
5	Human Resource Audit- HR Audit Process: Introduction, Audit Function, Planning areas of information seeking, Collecting Data, Analysing Data, Interpretation. Assessing the People Assets, Audits of Workforce Budgeting Human resource accounting, Recent trends, Post Audit steps	CO3
6	Elements-HR Audit- Workforce Planning, HR Development, Training, Industrial Relations, Compliance, Organization Climate, Corporate Strategies, Executive Attrition (including understanding industry trends, benchmarks causes and analysis), Settlements and Agreements with workforce unions)	CO3

Sr. No.	Content	CO(s) Mapped to the Topic
7	Elements- HR Audit: Workforce Communication, Performance Management, Total Rewards, Teambuilding, Workforce engagement and participation	CO4
8	Human Resources Audit- Design, Structure, Framework Planning Audit, Questionnaire/Instruments Design, Team composition, areas of focus, extent of comprehensive coverage of all the Systems/Processes & Practices, Pilot testing, etc.	CO4

Reference Texts / Books / Websites / etc.:

1. Rao, P. S. (2014) Personnel & Human Resource Management (5th Revised Edition). Himalaya Publishing House, New Delhi.
2. Rao, T.V. (2014). HRD Audit - Evaluating the Human Resource Function for Business Improvement, 2/e; New Delhi: SAGE.
3. Sekhri, A. (2010) Human Resource Planning And Human Resource Auditing. Himalaya Publishing House
4. Bhattacharyya, D. K. (2009) Human Resource Planning, Excel books, India.
5. Rao, T.V. (2008). HRD Scorecard 2500, 1/e; New Delhi: Response Books
6. Udai Pareek and Rao, T.V., (2012). Designing and Managing Human Resource Systems, 3/e; New Delhi: Oxford & IBH Publishing Co.
7. Ulrich, Dave., Brockbank, Wayne., Younger, Jon., Nyman, Mark & Allen, Justin(2009)HR Transformation: Building Human Resources From the Outside, McGraw-Hill Education; 1 edition (16 August 2009)
8. Dowling, Peter J., Marion Festing, and Allen D. Engle (2015). International Human Resource Management, 6/e; New Delhi: Cengage Learning
9. Aswathappa, K. and Sadhana Dash (2013). International Human Resource Management, 2/e; New Delhi: McGraw Hill Education
10. Edwards, Tony and Chris Rees (2013). International Human Resource Management, 1/e; New Delhi: Pearson Education

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

Assessment Method:

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

TRIMESTER – VI

Sr. No.	Subject Code	Subject Title	Credits	Hours
1	GM601	Functional Specialisation Project	3.0	0
		Total	**3**	**0**

GM 601 - Functional Specialisation Project

Title of the subject	Functional Specialisation Project
Subject Code	GM601
No. of Credits	3.0
No. of Hours	430 (50 days * 8 hours + 30 Hrs. report writing)
No. of Sessions	15(Full course)
Marks	100 marks
Pre-requisite Subject(s), if any	Refresh important concepts, frameworks, Summer Internship project and various Case discussions in the areas of Marketing, Finance, HR& Operations.
Trimester/Semester	VI

Description of the subject:

Specialisation Project is an important pedagogical tool, to be completed by the student during his/her final trimester. The student has an opportunity to apply his theoretical knowledge & experiential learnings from his Summer Internship and address a challenge statement identified by him/her, in concurrence with his faculty mentor. The student seeks guidance when required from his/her faculty mentor and is supported by secondary reading and primary research, to enable the student to recommend a feasible, viable &desirable solution that will be acceptable to businesses/society. The student is also evaluated on the basis of a Viva, besides an assessment of the written report, to assess quality & relevance.

Course Objectives:

1	To sharpen and enhance student's skills and abilities in independently addressing a challenge statement, with academia mentoring only when & where required.
2	To provide students an opportunity to use their theoretical knowledge & experiential learning from Summer Internship to find an acceptable solution, through decision making ability.

Course Outcomes (COs):

CO Number	**Course Outcomes Statement**	**Blooms Level (in word)**
CO1	INTERPRET and explain concisely all the theories learnt, with illustration of the same in the final report.	Understanding (BT Level-II)
CO2	CHOOSE, IDENTIFY, and put into practice cross functional concepts. Construct logical interface.	Applying (BT Level-III)
CO3	DEVELOP a precise vision and road map for the future role in corporate field, having compared issues in real life situations with theoretical concepts covered and then concluding.	Creating (BT Level-VI)
CO4	DEFEND work done and captured in the report with supporting evidence based on compared assessment and prioritization, using logic and comparative reasoning.	Evaluating (BT Level-V)
CO5	INTERPRET results to justify the research driven output.	Evaluating (BT Level-V)

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

AOL Goal/ LO	Leadership	Innovation	Critical, Analytical & Integrative Thinking	Communication Skills	Global Perspective	Role of Self in the organization & in society	Techno Proponent
CO1			2	3			
CO2			2	3			
CO3			2	3			
CO4			2	3			
CO5			2	3			

Detailed Contents:

Sr. No.	Content	CO(s) Mapped to the Topic
1	Project Problem synthesis & understanding.	CO1, 2, 3, 4, 5
2	Pre-preparation & Academia Mentor interaction.	CO1, 2, 3, 4, 5
3	Academia Mentor Interaction & Introduction.	CO1, 2, 3, 4, 5
4	On-field application.	CO1, 2, 3, 4, 5
5	Report writing & submission	CO1, 2, 3, 4, 5

Reference Texts / Books (APA format):

Refer to all subject textbooks as prescribed in the 2 years

Assessment Method:

Evaluation	% of Marks Assigned
Continuous Evaluation& Viva	50% (Continuous interaction with faculty mentors)
End Term Report based	50% (post report submission viva voce)