



COURSE SCHEME & SYLLABUS
FOR
MASTER OF BUSINESS ADMINISTRATION PROGRAM
(Effective from Session 2022-23)

Programme Outline

1. MBA program is of two years' duration divided into four semesters.
2. The program consists of **Departmental Core courses(DCs)** along with **six Departmental Electives (DEs), minor and major internship/project having credits and Mandatory Audit Courses (MAC) which are non-credit courses. Summary as follows:**

S. No.	Course Category	Credits
1	DC	51
2	DE	18
3	Minor Internship/Project	04
4	Major Internship/Project	12
Total Credits		85

S. No.	Semester	Credits
1	Semester 1	21
2	Semester 2	21
3	Semester 3	25
4	Semester 4	18

3. In first three semesters, students will have to pass one Mandatory Audit Course (MAC) apart from the DCs & DEs. Department will conduct lectures in blended mode for MAC. In the I Semester, result will be provided by the department to the Examination Cell on the basis of continuous evaluation to include these grades in the final mark sheets.
4. At the end of the II Semester, the student will undergo Summer Internship/Minor Project of 6-8 weeks' duration in a professional organization. After completion of the Summer Internship/Minor Project, the student will present a report and face a viva-voce for evaluation in III Semester.
5. **From II semester onwards**, each student has to opt for electives from the available buckets of DEs.
6. While choosing electives, students will be mentored and they will fill a form with their final electives well in advance before starting of respective semesters.
7. At the end of the fourth semester, there will be full time Internship/ Major Project of 18- 24 weeks based on business research in connection with any reputed organization along with DEs which will run through SWAYAM / NPTEL /MOOC/ COURSERA based learning platform (with credit transfer facility).
8. The students will be evaluated on the basis of Mid Semester Exams, Quiz and Assignment (40% weightage), Personality Overview (10% weightage) and End Semester Examination (50% weightage). In the case of MOOCs, the students will be evaluated on the basis of End Exam (75% weightage) and assignment (25% weightage).
9. Contact hours per week consist of L: Lecture, T: Tutorial, P: Practical

R.F.

Amin

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MADHAV INSTITUTE OF TECHNOLOGY & SCIENCE, GWALIOR

(A Govt. Aided UGC Autonomous & NAAC Accredited Institute Affiliated to RGPV, Bhopal)

Master of Business Administration (MBA) (2 Year Program) (Semester – I) **For batch admitted in Academic Session 2022-23**

Scheme of Examination

S. No.	Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/ Online)	Mode of Exam.
				Theory Slot			Practical Slot				L	T	P			
				End Term Evaluation		Continuous Evaluation		Continuous Evaluation								
				End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External							
1.	DC	701001	Principles of Management	50	10	20	20	-	-	100	2	-	0	3	Offline	PP
2.	DC	701002	Organizational Behaviour	50	10	20	20	-	-	100	3	-	0	3	Offline	PP
3.	DC	701003	Business Statistics & Research Methodology	50	10	20	20	-	-	100	3	-	0	3	Offline	PP
4.	DC	701004	Marketing Management	50	10	20	20	-	-	100	3	-	0	3	Offline	PP
5.	DC	701005	Operations Management	50	10	20	20	-	-	100	3	-	0	3	Offline	PP
6.	DC	701006	Accounting and Financial Management	50	10	20	20	-	-	100	3	-	0	3	Offline	PP
7.	DC	701007	IT for Managers	50	10	20	20	-	-	100	3	-	0	3	Offline	PP
Total				350	70	140	140	-	-	100	3	-	0	3	Offline	PP
8.	MAC	MC7001	Business Communication & Skills	-	10	20	20	50	-	100	-	-	2	-	Blended	AO

*MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree.

Rg

Abhishek

28/10/22

Pragya

MBA
11/11/2022
DEAN (ACADEMICS)
M.I.T.S
GWALIOR

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MADHAV INSTITUTE OF TECHNOLOGY & SCIENCE, GWALIOR

A Govt. Aided UGC Autonomous & NAAC Accredited Institute Affiliated to RGPV, Bhopal

Master of Business Administration (MBA) (2 Year Program) (Semester –II) **For batch admitted in Academic Session 2022-23** Scheme of Examination

S. No.	Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hrs per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.	
				Theory Slot			Practical Slot				L	T	P				
				End Term Evaluation		Continuous Evaluation	Continuous Evaluation		Internal								External
				End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment										
1.	DC	702001	Human Resource Management	50	10	20	20	-	-	100	3	0	0	3	Offline	PP	
2.	DC	702002	Managerial Economics	50	10	20	20	-	-	100	2	1	0	3	Offline	PP	
3.	DC	702003	Technology Management	50	10	20	20	-	-	100	3	0	0	3	Offline	PP	
4.	DC	702004	Data Science	50	10	20	20	-	-	100	2	1	0	3	Offline	PP	
5.	DC	702005	Business Analytics	50	10	20	20	-	-	100	2	1	0	3	Offline	PP	
6.	DC	702006	Legal Aspects of Business	50	10	20	20	-	-	100	3	0	0	3	Offline	PP	
7.	DC	702007	Management Information System	50	10	20	20	-	-	100	3	0	0	3	Offline	PP	
8.	DC	702008	Total Quality Management	50	10	20	20	-	-	100	3	0	0	3	Offline	PP	
9.	DC	702009	Financial Institutions & Markets	50	10	20	20	-	-	100	3	0	0	3	Offline	PP	
10.	DC	702010	Consumer Behaviour	50	10	20	20	-	-	100	3	0	0	3	Offline	PP	
Total				500	100	200	200	-	-	1000	27	3	0	30			
11.	MAC	MC7002	Corporate Governance & Business Ethics	50	10	20	20	-	-	100	2	-	-	-	Blended	A+O	

*MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree.

45-60 Days Internship/Project in any Organization or Industry in summer break just after II semester. Evaluation will be done in III semester by Viva Voice, Presentation with Report Submission and Certification.

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COURSE SCHEME & SYLLABUS
FOR
MASTER OF BUSINESS ADMINISTRATION PROGRAM
(Effective from Session 2022-23)

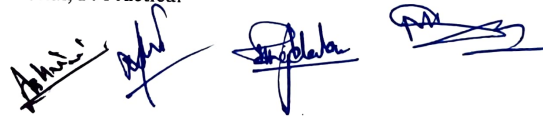
Programme Outline

1. MBA program is of two years' duration divided into four semesters.
2. The program consists of **Departmental Core courses(DCs)** along with six **Departmental Electives (DEs)**, minor and major **internship/project having credits and Mandatory Audit Courses (MAC)** which are non-credit courses. Summary as follows:

S. No.	Course Category	Credits
1	DC	69
2	DE	15
3	Minor Internship/Project	06
4	Major Internship/Project	12
Total Credits		102

S. No.	Semester	Credits
1	Semester 1	21
2	Semester 2	30
3	Semester 3	30
4	Semester 4	21

3. In first three semesters, students will have to pass one Mandatory Audit Course (MAC) apart from the DCs & DEs. Department will conduct lectures in blended mode for MAC. In the I Semester, result will be provided by the department to the Examination Cell on the basis of continuous evaluation to include these grades in the final mark sheets.
4. At the end of the II Semester, the student will undergo Summer Internship/Minor Project of 6-8 weeks' duration in a professional organization. After completion of the Summer Internship/Minor Project, the student will present a report and face a viva-voce for evaluation in III Semester.
5. **From III semester onwards**, each student has to opt for electives from the available buckets of DEs.
6. While choosing electives, students will be mentored and they will fill a form with their final electives well in advance before starting of respective semesters.
7. At the end of the fourth semester, there will be Major Project/Dissertation of 18- 24 weeks based on business research in connection with any reputed organization along with DEs.
8. The students will be evaluated on the basis of Mid Semester Exams, Quiz and Assignment (40% weightage), Personality Overview (10% weightage) and End Semester Examination (50% weightage).
9. Contact hours per week consist of L: Lecture, T: Tutorial, P: Practical





MADHAV INSTITUTE OF TECHNOLOGY & SCIENCE, GWALIOR
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Department of Management
Scheme of Evaluation

Master of Business Administration (MBA) III Semester

(for batch admitted in academic session 2022-23)

S. No.	Subject Code	Category Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching	Mode of Exam.	Duration of Exam.
				Theory Slot				Practical Slot			L	T	P				
				End Term Evaluation		Continuous Evaluation		Continuous Evaluation									
				End Sem. Exam	Personality Overview	Mid Sem. Exam.	Quiz/ Assignment	Internal	External								
1.	703001	DC	Project Management	50	10	20	20	-	-	100	3	-	-	3	Offline	PP	3 hrs
2.	703002	DC	Strategic Management	50	10	20	20	-	-	100	3	-	-	3	Offline	PP	3 hrs
3.	703003	DC	International Business	50	10	20	20	-	-	100	3	-	-	3	Offline	PP	3 hrs
4.	703004	DC	Decision Modeling	50	10	20	20	-	-	100	3	-	-	3	Offline	PP	3 hrs
5.	703005	DC	Supply Chain Management	50	10	20	20	-	-	100	3	-	-	3	Offline	PP	3 hrs
6.	703006	DC	Service Marketing	50	10	20	20	-	-	100	3	-	-	3	Offline	PP	3 hrs
7.	DE1	DE	Departmental Elective-I	50	10	20	20	-	-	100	3	-	-	3	Offline	PP	3 hrs
8.	DE2	DE	Departmental Elective-II	50	10	20	20	-	-	100	3	-	-	3	Offline	PP	3 hrs
9.	703017	DC	Summer Internship/ Project (6-8 Weeks)	-	-	-	-	75	75	150	-	-	6	6	-	SO	-
Total				400	80	160	160	-	-	950	24	-	6	30	-	-	-
10.	703018	MAC	Entrepreneurship & Innovation	50	10	20	20	-	-	100	1	1	-	GRADE	Blended	AO	2 hrs

Induction programme of three weeks (MC): Physical activity, Creative Arts, Universal Human Values, Literary, Proficiency Modules, Lectures by Eminent People. Visits to local Areas, Familiarization to Dept./Specialization & Innovations.

MCQ: Multiple Choice Question AO: Assignment + Oral PP: Pen Paper SO: Submission + Oral

Mode of Teaching				Mode of Examination				Total Credits
Theory			Lab	Theory			Lab	
Offline	Online	Blended	Offline	PP	AO	MCQ	SO	
08	-	01	01	08	01	-	01	30
80.00 %	-	10.00 %	10.00 %	80.00 %	10.00 %	-	10.00 %	100 %

**MADHAV INSTITUTE OF TECHNOLOGY & SCIENCE, GWALIOR**

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Course Outline of Core Subjects of MBA I Sem (2022-23)

S. No.	Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.
				Theory Slot			Practical Slot				L	T	P			
				End Term Evaluation		Continuous Evaluation	Continuous Evaluation		Total							
				End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal								
1.	DC	701001	Principles of Management	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

Course Objectives:

This course is to acquaint the students with the basic nature of management, its process, tasks and responsibilities of a professional manager as well as organizational behavioural dynamics governing an organization.

Unit I

Introduction: Concept, Nature, Significance, Process & levels of Management; Managerial Roles and functions; An Overview of Functional areas of Management- Marketing, Finance, Production, HRM, IT, R&D; Evolution of Management Thought- Classical, Neo-classical, System and Contingency Approaches

Unit II

Planning: Concept, Significance, & steps; Types of Plans, Objective or Goals, Strategies, Policies, Procedure; Types of Planning; Steps of planning Management by Objectives, Strategic Planning Process; Decision-making: concept, characteristics and process

Unit III

Organizing: Concept, nature, process and significance; Organization Levels and the Span of Management. Principles of Organising: Authority, Delegation, Span of Control, Line and Staff Authority. Centralization vs Decentralization; Organisational Structure; Formal and Informal Organization; Organisational Charts

Unit IV

Staffing - Meaning, Nature, Importance, Staffing process. Manpower Planning, Recruitment, Selection, Orientation and Placement, Training, Remuneration, Performance Appraisal, Promotion, Separation and Transfer; Direction - Definition, Nature, Need and Importance, Principles of Directing. Supervision - Role and Functions of a Supervisor, Effective Supervision, Direction and Supervision

Unit V

Motivation, Controlling and Co-Ordination: Motivation: Concept, Forms of employee motivation, Need for motivation. Theories of motivation; Controlling - Meaning, Features, Importance, Control Process, Characteristics of an effective control system, Types of Control. Co-ordination - characteristics, essentials, Types and Techniques; Leadership: Definition, Ingredients, Styles, Committees and Group Decision Making, Strategic leadership, Shared vision

Amir *kg* *Engdhar*

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Course Outcomes:

After learning the course, the students should be able to:

- CO1: Explain how individual differences affect employee performance
- CO2: Understand various concepts of managerial functions, principles and practices.
- CO3: Learn and develop various organizational decision making strategies.
- CO4: Sum up and integrate the management practices in work environment.
- CO5: Enhance an understanding of team work, leadership and motivation.
- CO6: Create a conducive and dynamic environment in organizations.

Suggested Text & Reference Books:

1. L.M. Prasad, (2010), Principles and Practice of Management, 7th edition, Sultan and Chand.
2. Koontz, H. (2010). Essentials of Management. New Delhi: Tata McGraw-Hill Education.
3. Robbins & Coulter (2013). Management. New Delhi: Prentice Hall Richard L. Daft, (2013).
4. Robbins, S.P. & Decenzo, D. A. (2014). Fundamentals of Management: Essential Concepts and Applications. New Delhi: Pearson Education.
5. Richard L. Daft, (2013), Understanding the Theory and Design of Organizations, 11th edition, Cengage Learning.

List of Open Source Software/learning website:

1. https://onlinecourses.nptel.ac.in/noc22_mg104/preview
2. https://onlinecourses.nptel.ac.in/noc22_mg42/preview

Abhishek *MP* *Singh*

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A Govt. Aided UGC Autonomous & NAAC Accredited Institute Affiliated to RGPV, Bhopal)

S. No.	Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam
				Theory Slot			Practical Slot				L	T	P			
				End Term Evaluation		Continuous Evaluation	Continuous Evaluation		Internal							
				End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment									
2.	DC	701002	Organizational Behaviour	50	10	20	20	-	-	100	3	-	0	3	Offline	PF

Course Objectives:

The objective of this course is to provide students with a better understanding of behavioural processes of individuals and groups in organizations enabling them to function more effectively in their roles as managers personally and with others.

Unit I

Concepts of Manager, Organizational Behaviour, Nature, Mintzberg's Managerial Roles, Management Skills, Disciplines Contributing to OB, Evolution of OB, Assumptions, Scope and Importance of OB, Elements of OB, Models of OB, Limitations of OB.

Unit II

Personality, the Myers-Briggs type indicator, and the Big Five Personality Model, Learning: Types of learners, learning process, learning theories, Perception, Attitude, Emotions, Values, and Emotional Intelligence. Perceptions, Motivation, Types of Motivation, Theories of Motivation: Maslow's hierarchy of needs theory, Herzberg's Two factor theory, Theory X and Theory Y, Role of Motivation in OB

Unit III

Foundations of Group Behaviour: Stages of group development: The Five-stage model, Group Properties, Group Decision Making and techniques, Emergence of informal leaders and working norms. Team building: Importance of Teams, Difference between teams and groups, Types of teams, creating effective team, turning individual in team player. Communication: Functions and process, Direction of communication, Interpersonal communication, Organizational communication, Control, Johari window

Unit IV

Leadership: Leadership styles and Theories, Leaders v/s Managers, Mentoring, Power and Politics, Conflicts: Definition and Meaning, Sources of Conflict, The conflict process, Types of conflict, Conflict Management Approaches, Negotiations.

Unit V

Organization structure, Organizational design and employee behaviour, new design options, Organizational Culture, Managing Cultural Diversity, Organizational change: Approaches, creating a culture of change, Work stress and its management. Organizational development: Characteristics, Objectives, Organizational effectiveness, OD intervention.

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Course Outcomes:

After completion of this course, students will be able to:

- CO1: Provide major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior in an Organizational setting.
- CO2: Understand the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
- CO3: Analyze the role of individuals, groups, managers and leaders in influencing how people behave in organizational culture at large.
- CO4: Evaluate and formulate approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
- CO5: Elaborate the challenges in shaping organizational behavior, organizational culture and organizational change.
- CO6: Develop creative and innovative ideas that could positively shape the organizations

Suggested Text and Reference Books:

1. Robbins, SP Stephen P, Timothy Judge and Nehasika Vohra, Organisational Behaviour, 12th or 16th edition, Pearson Education, 2011.
2. Fred Luthans, Organisational Behaviour, 11th edition, Mc Graw Hill, 2009.
3. W. Newstrom, John, Organisational Behaviour, 10th edition, Tata Mc Graw –Hill 2009.
4. Sanghi Seema, Organisational Behaviour, Pearson, 2011
5. Hellriegel D. (2011), 'Organizational Behavior' (Thirteenth ed.), South Western Educational Publishing: USA
6. Pareek U. (2012), 'Understanding Organizational Behavior' (Third ed.), Oxford University Press, USA
7. Robbins S.P. (2010), 'Essentials of Organizational Behavior' (Tenth ed.), Pearson: Delhi
8. Schermerhorn J.R. (2010), 'Organizational Behavior' (Eleventh ed.), John Wiley & Sons, Inc.: USA

List of Open Source Software/learning website:

1. <https://nptel.ac.in/courses/110106145>
2. <https://archive.nptel.ac.in/courses/110/106/110106145/>
3. https://onlinecourses.nptel.ac.in/noc21_mg87/preview


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Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.
			Theory Slot			Practical Slot									
			End Term Evaluation		Continuous Evaluation		Continuous Evaluation								
			End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal	External							
DC	701003	Business Statistics & Research Methodology	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

Course Objectives:

This course is designed to develop an understanding and working knowledge of research methodology required to conduct research. The focus of the course is also on developing the report after understanding the methodology & conducting research in a business/economic decision environment, especially in an environment of risk and uncertainty. The objectives of this course are to design and execute a basic survey research project, to understand the research tools and techniques for executing a business project and decision making.

Unit I

Basic concept of Statistics: Application of Descriptive and Inferential Statistics in Managerial Decision Making; utility and limitation of Statistics. Presentation of Data: Bar Diagram; Histogram; Frequency Polygon; Frequency Distribution Curves. Measures of Central Tendency: Mean; Median and Mode and their implication.

Unit II

Measures of Dispersion: Range; Mean Deviation; Standard Deviation; Coefficient of Variation(C.V.); Skewness; Kurtosis. Correlation: Meaning and Types of Correlation, Karl Pearson and Spearman Rank Correlation. Regression: Meaning, Regression Equation and their Application

Unit III

Probability: Concept of Probability and its Uses in Business Decision; Addition and Multiplication Theorems; Bayes Theorem and its Application. Probability Theoretical Distribution: Concept and Application of Binomial; poisson and Normal Distribution.

Unit IV

Estimation Theory and Hypothesis Testing: Sampling Theory; Formulation of Hypothesis; Application of Z test; t test; F test; Chi-Square test; Techniques of Association of Attributes.

Unit V

Basic concepts of Business Research, Research Process; Types of Research Design-Descriptive, Exploratory & Experimental; Literature Review; Questionnaire, Schedule, Interview, Observation Method; Qualitative Research Methods; Scales & Scaling Techniques and Attitude Measurement; Result preparation & report presentation; Ethical issues in Research, Problems encountered by the Researcher, Precautions to be taken by the Researchers.

Abhinav

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Course Outcomes:

After learning the course, the students should be able to:

CO1: Understand the concept, process and applications of research.

CO2: Identify the source of a quantifiable problem, recognize the issues involved and produce an appropriate action plan.

CO3: Organize, analyze, interpret and summarize the data in a useful and informative manner.

CO4: Demonstrate an ability to select and calculate an appropriate measure of central tendency for a given data set.

CO5: Carry out a simple sample survey, analyze the results and present the findings to the class.

CO6: Develop a research report using important statistical techniques for managerial decision-making.

Suggested Text & Reference Books:

1. C. R. Kothari (2004), Research Methodology: Methods & Techniques, New Age International Publishers
2. Bajpal, N. (2011), Business research methods, 2nd edition, Pearson education
3. Cooper, D. R., Schindler, P. S., & Sharma, J. K., Business research methods, 12ed., Tata McGraw Hill Education.
4. Hair Jr., J. F., Celsi, M. W., Money, A. H., Samouel, P., & Page, M. J., Essentials of Business research methods, 2nd ed., Routledge, Taylor & Francis Group.
5. Gupta, S. (2001) "Research Methodology and Statistical Techniques", Deep and Deep, New Delhi,
6. Hooda, R.P. (2003) "Statistics for Business and Economics", 3rd ed., Macmillan India Ltd., Delhi.
7. Beri, J.C. (2010). Business Statistics. New Delhi: Tata McGraw Hill.
8. Chandan, J. S. (2009). Statistics for Business and Economics. New Delhi: Vikas Publishing House Pvt Limited.

List of Open Source Software/learning website:

1. https://onlinecourses.swayam2.ac.in/nou21_cm03/preview
2. https://onlinecourses.nptel.ac.in/noc22_mg25/preview
3. https://onlinecourses.nptel.ac.in/noc22_ge08/preview

Approved

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Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Teaching Credits (Offline/Online)	Mode of Exam.	
			Theory Slot			Practical Slot				L	T	P			
			End Term Evaluation		Continuous Evaluation	Continuous Evaluation		Internal							External
			End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment									
DC	701004	Marketing Management	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

Course Objectives:

Marketing management course enables a student to understand the fundamentals of marketing concept and the role marketing plays in business. This course enables a student to understand the 'Marketing mix' elements and the strategies and principles underlying the modern marketing practices. Students should be able to demonstrate their comprehension of marketing concepts and knowledge by applying those in their written exams, case studies discussions, presentations and projects.

Unit I

Definition, Importance and scope of Marketing, Philosophies of marketing management, Elements of marketing - Needs, Wants, Demands, Customer, Consumer, Markets and marketers; Marketing vs. Selling, Consumer markets and Industrial markets, Concept of marketing management, Marketing - Mix, Functions of marketing management, Marketing environment, Factors affecting marketing environment, Marketing information system and Marketing research, Strategic marketing planning, Marketing Myopia.

Unit II

Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Bases for Segmenting Consumer Markets, Targeting (T), Market Positioning (P). Product Management: Decisions, Development and Lifecycle Strategies: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labelling, New Product Development, Product Life Cycle (PLC), Differentiating the product, Product positioning strategy, Consumer behavior - Introduction, Importance & process.

Unit III

Mix decisions, Product decisions, New Product Development-Concept and necessity for development, Failure of new products, New product planning and Development process, Product-mix, Branding and Packaging decisions, Product life cycle - Stages and strategies for different stages of PLC; Pricing decisions, Pricing objectives, Policies methods of setting price, Pricing strategies.

Unit IV

Distribution Channels: Channels of distribution for consumer/ industrial products, Factors affecting channel distribution, Management of channels: Current trends in wholesaling and retailing, Retail distribution system in India. Promotion: Promotion-mix, Advertising, Sales promotion, Personal selling, Publicity and Public relations. A Brief account of marketing of services, CRM, Emerging trends in

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marketing: Rural marketing, Electronic marketing; B2C, B2B and C2C, Direct marketing through internet, International marketing, Green marketing.

Unit V

Personal Communication Channels: Introduction, Personal Selling, Sales Management Basics, HR Practices in Sales Management, Evaluation of Training, Personal Selling Process, Direct Marketing, Channels of distribution – concept and importance; Role of Channel intermediaries and their functions, IMC Channel, Futuristic research in marketing, Channel dynamics: Vertical Marketing System, Horizontal Marketing System, Factors Affecting Distribution channel, Channel conflict, Retailing/wholesaling: Functions and Classifications, Marketing 5.0

Course Outcomes:

After learning the course, the students should be able to:

CO1: Able to identify the elements of marketing in domain industry and understand the marketing mix and its elements.

CO2: Apply the concept of segmentation, targeting and positioning and able to explain the concept of product mix decisions

CO3: Understand the elements of marketing strategy in different stages of PLC and able to differentiate among various pricing strategies and approaches.

CO4: Apply the promotion tools to generate and increase demand

CO5: Explain distribution system and functions of channel members

CO6: Explain emerging trends in digital marketing and the use of digital marketing

Suggested Text and Reference Books:

1. Kotler, P., & Keller, K. L. Marketing Management. 12th Edition. Pearson Education.
2. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). Marketing 5.0: Tecnología para la humanidad. LID Editorial.
3. Ramaswamy, V. S., & Namakumari, S. Marketing Management: Planning, Implementation and Control: Global Perspective Indian Context. 6th Edition. McMillan Publication.
4. Kotler, P., Armstrong, G. & Agnihotri, P. (1999). Principles of Marketing. 17th Edition. Pearson Education.
5. Kumar, A. & Meenakshi, N. (2008). Marketing Management. Vikas Publishing House

List of Open Source Software/learning website:

1. <https://www.enotesmba.com/2013/01/marketing-management-notes.html>
2. <https://josephcollege.ac.in/lms/Uploads/pdf/material/MM.pdf>
3. <https://www.studocu.com/in/document/university-of-lucknow/e-marketing/unit-1-marketing-management-notes-mba-i/8788369>
4. <https://mbakarlo.com/marketing-notes/>
5. https://www.iare.ac.in/sites/default/files/lecture_notes/IARE_MM_%20Lecture%20Notes_0.pdf
6. <https://www.slideshare.net/BabasabPatil/marketing-management-full-notes-mba-11624923>

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Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.
			Theory Slot			Practical Slot				L	T	P			
			End Term Evaluation		Continuous Evaluation	Continuous Evaluation		Total							
			End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal								
DC	701005	Operations Management	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

Course Objectives:

The course is oriented to familiarize the students with fundamentals of Operations Management, and tools and techniques used in taking decisions in operating and controlling the production and service industries. Further, the aim of this course is to develop understanding of the strategic and functional issues in the operational environment of any organization, of the various decisions involving the operational activities, and of the methods which enable taking the best possible alternative decision.

Unit I

Introduction of operation function and operation management, Scope and Importance of OM, Evolution from manufacturing to operations management, type of Production Systems, Role of Production Manager, Productivity, efficiency and effectiveness, Measurement of productivity, factors affecting the productivity, productivity improvement programs.
 Production Planning and Control: Objective, importance, need and function of production planning and control, planning, routing, scheduling, dispatching, follow up & progress report, production planning and production control.

Unit II

Product Design and Development: Principles of good product design, tolerance, quality and cost considerations, product life cycle, standardization, simplification, diversification, value engineering and analysis, methodology, applications, concurrent engineering; comparison of production alternatives.
 Facility Locations and Plant Layout: Facility location factors and evaluation of alternate locations; qualitative aspects, quantitative models for layout decisions, types of plant layout and their evaluation; computer aided layout design techniques; assembly line balancing, materials handling systems.

Unit III

Forecasting techniques: Need, type, objectives of forecasting, Factors affecting forecasting, forecasting in decision making, Time series analysis, demand patterns, methods of forecasting: Qualitative and Quantitative, Measures of forecast accuracy, error analysis.
 Capacity planning: Capacity measurement, Long-term and short-term strategies, aggregate production planning; Master Production Scheduling and MRP: Functions, planning horizon and planning periods for master production schedule, types of master production schedule, Bill of Material; Independent Demand versus dependent demand, Functions of material requirements planning and manufacturing resource planning (MRP I and MRP II), inputs for MRP system, performance characteristics of MRP system, materials requirement planning explosion

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Unit IV

Inventory Management & Control – Objectives and functions, need and classifications- Codification and standardization ABC analysis, deterministic inventory models, quantity discount; perpetual and periodic inventory control systems. Probabilistic inventory management, Economic ordering quantity Procurement cost, carrying charges, lead-time, re-order point.
Project management – PERT and CPM, Network Crashing.

Unit V

Modern concepts/ techniques: Just in time manufacturing, Lean manufacturing, Push Pull Production, Kanban systems, Flexible manufacturing systems, ERP. Supply Chain management: Supply chain, objective of Supply Chain, Supply chain macro processes, Process view of a supply chain, Drivers of Supply Chain. Quality Assurance and Control: Inspection, Statistical process control, Control charts, acceptance sampling concept, risks, cost of quality control; ISO Quality Systems: ISO:9000, ISO:14000, Total Quality Control - concept, KAIZEN, six sigma concept, Maintenance Management, Waste Management

Course Outcomes:

After learning the course, the students should be able to:

CO1: Analyse & measure productivity.

CO2: Acquire the knowledge and understanding regarding Production planning and Controlled required for industry to analyze the engineering problems.

CO3: Utilize the operation research techniques as a problem solving techniques.

CO4: Gives practice through various Management and Operation Tools for Improving Quality and Quantity.

CO5: Solve various kinds of problems or issue faced by service and manufacturing industries like economic consideration, optimum utilization of resources, productivity.

CO6: Get the solutions for materials requirement planning.

Suggested Text and Reference Books:

1. Monks, J. G., Operations Management: Theory and Problems, McGraw Hill, New York.
2. Krajewski, Ritzman, and Malhotra, Operations Management, Prentice Hall, New Delhi.
3. Ebert, J and Adams, D.J., Production/Operations Management, Prentice Hall of India, New Delhi.
4. Chase, R. B., Aquilano, N. J. and Jacob, F. R., Production and Operations Management: manufacturing and services, Tata McGraw Hill, New Delhi.
5. Modern Production/Operations Management, Buffa and Sarin, Wiley Eastern Ltd.
6. Production and Operations Management, Pannervelam. R., PHI.
7. Russel, R.S. and Taylor III, B.W., Operations Management, 4th Edition, Pearson Education.
8. Adam, E.E and Ebert, R.J., Production & Operations Management, PHI.
9. Dobler & Lee, Purchasing & Materials Management, PHI.
10. Mahadevan B., Operations Management, Pearson Education.
11. Chopra and Meindl, Supply Chain Management, Prentice Hall of India.

List of Open Source Software/learning website:

1. <http://nptel.ac.in/courses/110106045/>
2. <http://www.newagepublishers.com/samplechapter/001233.pdf>
3. <http://onlinelibrary.wiley.com/doi/10.1111/poms.12315/pdf>

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S. No.	Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.
				Theory Slot			Practical Slot				L	T	P			
				End Term Evaluation		Continuous Evaluation		Continuous Evaluation								
				End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal	External							
6	DC	701006	Accounting & Financial Management	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

Course Objectives:

This Course will help the student with the basic concepts, standards and practices of financial and Management Accounting, as well as to describe how to maintain accounting books and Statements and decision making process. Another objective of this course is to discuss how to ensure regular and adequate supply of funds to the concern and Adequate returns to the shareholders, which will depend upon the earning capacity, market price of the share, expectations of the shareholders and optimum funds utilization. Once the funds are procured, they should be utilized in maximum possible way at least cost.

Unit I

Financial Accounting: Basic Accounting Concepts and Fundamental Conventions, Concept of Double Entry System, Basic knowledge of Accounting Process: Journal, Ledger, Trial Balance, Closing Entries, Opening Entries, Subsidiary Books and Rectification of Errors.

Unit II

Preparation of Final Accounts with Adjustments: Manufacturing, Trading and Profit and Loss Account and Balance Sheet, Financial Statement Analysis.

Unit III

Nature of Financial Management, Finance and related disciplines, Scope of Financial Management, Concept of Time Value of Money, present value, future value and Importance of Time value of Money Concept in Decision-making Process.

Unit IV

Capital Budgeting - Principles and Techniques; Nature and meaning of capital budgeting; Estimation of relevant cash flows and terminal value; Evaluation techniques – Accounting Rate of Return, Net Present Value, Internal Rate of Return, Net Terminal Value, Profitability Index Method.

Unit V

Capital Structure: Approaches to Capital Structure Theories, Concept and Measurement of Cost of Capital: Explicit and Implicit costs; Measurement of cost of capital; Cost of debt; Cost of perpetual debt; Cost of Equity Share; Cost of Preference Share; Cost of Retained Earning; Computation of over-all cost of capital.

R. J. Arora *for* *Dr. Singh*

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Course Outcomes:

After completion of this course, students will be able to:

- CO1: Provide a basic coverage of accounting concepts, techniques of Double entry system of Book-keeping and Financial Accounting.
- CO2: Understand and analyze different components of final accounts.
- CO3: Apply the net present value criterion to complex capital budgeting problems.
- CO4: Calculate the cost of capital for projects and companies.
- CO5: Apply the weighted average cost of capital method.
- CO6: Analyze a firm's capital structure.

Suggested Text & Reference Books:

1. Porwal, L.S, "Accounting theory and practices" 9th edition, Tata McGraw Hill publication.
2. Rajasekaran, V. and Lalitha R. "Financial Accounting" Pearson publication.
3. Financial Management: Text & Problems; Khan M.Y. Jain and Jain, P.K., Tata McGraw-Hill Publishing Company Limited.
4. Financial Management, P. Chandra, Tata McGraw-Hill Publishing Company Limited.
5. Financial Management, I. M. Pandey, Vikas Publishing House Pvt. Ltd

List of Open Source Software/learning website:

1. <https://nptel.ac.in/courses/110107144>
2. <https://nptel.ac.in/courses/110107127>

Li. Anand

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Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.
			Theory Slot			Practical Slot				L	T	P			
			End Term Evaluation		Continuous Evaluation	Continuous Evaluation		Total							
			End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal								
DC	701007	IT for Managers	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

Course Objectives:

To introduce the fundamental principles of computer-based information systems analysis and to describe the role of information technology and decision support systems in business and record the current issues with those of the firm to solve business problems.

Unit I

Introduction: Information Technology: Definition & Concepts; Role of Managers vis-à-vis IT: Opportunity identification, Adoption of IT; Basics of Computer and its operations, advantages and disadvantages; IT Applications in Business: e-commerce, problem solving. Relationship between Strategic planning & IT, contemporary hardware platform trends, contemporary software platform trends

Unit II

Organizations, Management and the Networked Enterprise – Information Systems in Global Business Today, Emerging digital firm, Strategy, perspectives and dimensions of Information systems, Network based strategies. Global E-business and Collaboration – Business processes, Systems for different management groups and Enterprise, E-Business, E-commerce, E-Government, Tools and technologies for Collaboration and Social Business, Porter’s competitive forces model, The Business value chain Model

Unit III

Meaning and Role of Information Systems, Concept of Data and Information, Classification of Information Systems. Artificial Intelligence (AI), Applications of Artificial Intelligence, Introduction to Hyper Text Markup Language (HTML), HTML elements, Introduction to Data and Database Management: DBMS & its components, Advantage of DBMS approach, various view of data, data independence, schema and sub-schema, Objectives of database, Introduction and general concepts of SQL, Advantages of SQL, SQL Statements. Modifications of Database, basic structure of SQL, DDL in SQL.

Unit IV

Management Information System: Introduction & its applications. Enterprise Systems: ERP & its benefits, SCM, CRM, PLM; Business process & its outsourcing, IT outsourcing, IT governance, Business value of improved decision making, types of decisions, decision-making process, Business intelligence, group decision support systems, modeling and designing systems: structured and object oriented methodologies, Cloud Computing: Advantage of Cloud Computing, Application and scope of cloud computing.

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Unit V

Ethical and Social Issues in Information systems – A model for Thinking about Ethical, Social, Political issues, Five moral dimensions of the Information Age, Ethical analysis, Candidate Ethical Principles
Securing Information Systems – Malicious Software: Viruses, worms, Trojan horses, spyware, Hackers and computer crime, Internal threats, Business value of security and control: Legal and Regulatory requirements for Electronic records management, Establishing a framework for security and control: Risk assessment, Security policy, technologies and tools for protecting Information resources.

Course Outcomes:

After learning the course, the students should be able to:

CO1: Apply basic concepts of Information Technology, its support and role in Management, for managers

CO2: Recognize security aspects of IT in business, highlighting electronic transactions, advanced security features

CO3: Analyze managerial decision-making and to develop perspective of major functional area of MIS

CO4: Describe emerging MIS technologies like ERP, SCM and trends in enterprise applications.

CO5: Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.

CO6: Apply various information systems like DBMS together to accomplish the information objectives of an organization in Business Management

Suggested Text & Reference Books:

1. Management Information Systems, Laudon and Laudon, 13th Edition, Pearson Education Asia.
2. Introduction to Information Technology, V. Rajaraman, PHI publication.
3. Information Technology for Managers 2e (2016), George W. Reynolds, Cengage Learning
4. Information Technology for Management (2000), Henry C. Lucas, Irwin/McGraw-Hill

List of Open Source Software/learning website:

1. <https://nptel.ac.in/courses/110105148>
2. <https://nptel.ac.in/courses/110105083>
3. <https://www.classcentral.com/course/swayam-course-in-information-technology-17556>

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Course Outline of MAC of MBA I Sem (2022-23)

Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of teaching (Offline/Online)	Mode of Exam.
			Theory Slot			Practical Slot				L	T	P			
			End Term Evaluation		Continuous Evaluation	Continuous Evaluation		Internal							
			End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment									
MAC	MC7001	Business Communication & Skills	-	10	20	20	50	-	-	2	Qualify	Online	MCQ		

Course Objectives:

It has objective to introduce key concepts of communication theory, improving verbal and non-verbal communication and to develop student's skills in applying these concepts to realistic situations in a different workplace environment.

Unit I

Concepts of Communications: Definition, Objectives of Communication, Characteristics of Communication, Process of Communication, Forms of communication, Roles of a Manager, Communication Roadblocks and Overcoming them, Overcoming Communication Barriers, Effectiveness in Managerial Communication

Unit II

Role of Verbal & Non-verbal Symbols in communication: Forms of Nonverbal Communication, Interpreting Non-verbal messages, Tips for effective use of non-verbal Communication. Listening: Definition, Anatomy of poor Listening, Features of a good Listener, Types of Listening skills, strategies, Barriers to effective Listening.

Unit III

Oral Presentation: Planning presentation, delivering presentation, Developing & displaying visual aids, Handling questions from the audience, Telephone, Teleconferencing, Challenges and etiquette, Principles of successful oral communication, Barriers to communication, Conversation control - Reflection and Empathy: two sides of effective oral communication.

Unit IV

Group Discussion & Interviews: Role Functions in Group Discussions, From of Group, Characteristics of Effective Groups, Group Decision Making, Group Conflict, Fundamental principles of Interviewing, Types of Interviewing Questions, Types of Interviews, Style of Interviewing. Mock Interviews, Dressing and Grooming, Norms of Business Dressing. Meetings: Ways and Means of conducting meeting effectively, planning a Meeting, Meeting Process, How to Lead Effective Meeting, Evaluating Meeting, Writing Agenda and Minutes of meetings, Web Conferencing.

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Unit V

Business Communication, Basic Principles, Tips for effective writing, The Seven Cs of Letter writing, Planning steps for effective writing, Writing Business Reports (Short & Long), Kinds of Business Letters, inquiries, orders & replying to them, sales letters, Job application Letters, Writing Effective Memos, Format and Principles of writing Memos. Identifying potential career opportunities, Preparing Resumes, Composing Application Messages. Writing E-mail, Business Reports, Business Proposals: Effective E-mail, E-mail Etiquettes, Writing Business Reports and Proposals, Purpose of Business Reports, Parts of Report, Format of Business Proposals, Practice for Writing Business Reports.

Course Outcomes:

After learning the course, the students should be able to:

- CO1: Understand the basic concepts of interpersonal skills
- CO2: Deliver effective using formal presentations
- CO3: Demonstrate a good understanding of effective business communications
- CO4: Showcase skills that maximize team effectiveness
- CO5: Solve the problems effectively by participating in GDs
- CO6: Develop and deliver effective presentations

Suggested Text and Reference Books:

1. Essentials of Business Communication, Mary Ellen Guffey, South-Western Educational
2. Business Communication AshaKaul Prentice Hall of India
3. M.K. Sehgal & V. Khetrapal - Business Communication (Excel Books).
4. Rajendra Pal - Business Communication (Sultanchand & Sons Publication)
5. P.D., Chaturvedi - Business Communication (Pearson Education, 1st Edition 2006).
6. Communication for Business (Pearson Education, 4th Edition)

List of Open Source Software/learning website:

1. <https://nptel.ac.in/courses/110105052>
2. <https://nptel.ac.in/courses/109104031>
3. <https://nptel.ac.in/courses/109104030>
4. <https://www.classcentral.com/course/swayam-effective-business-communication-14027>

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Course Outline of DC Courses of MBA II Sem (2022-23)

S. No.	Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.
				Theory Slot			Practical Slot				L	T	P			
				End Term Evaluation		Continuous Evaluation		Continuous Evaluation								
				End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal	External							
1.	DC	702001	Human Resource Management	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

Course Objectives:

To teach the basic principles of human resource management—how an organization acquires, rewards, motivates, uses, and generally manages its people effectively in addition to introduce the manager to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people.

Unit I

Introduction to HRM: Definition, nature, features, characteristics, functions, objectives Importance, & scope of HRM; Evolution of HRM, Role & skills of HR Manager, Important Trends in HR Management.

Unit II

HR Planning, Recruitment and Selection: HR Planning, Job Analysis-Job description and job specification, Job Design, Recruitment & Selection process, Sources of Recruitment, Importance of careful selection, Types of Tests for selection, Interview- Methods of Selection, Placement & Induction.

Unit III

Performance Management System: Introduction, Identification of issues in performance appraisal, Uses of Performance Appraisal, Techniques of Performance Appraisal, Performance Management Potential Appraisal, Training and Development: Objectives, Concepts and Needs, Training methods, Management development program.

Unit IV

Wage and Salary Administration: Job Evaluation: meaning and methods, Money & motivation, Individual & group incentives, Employee benefits: leaves, insurance, retirement, flexible benefits; Pay for performance

Unit V

Employee retentions, Employee engagement, Career planning & management, Succession Planning, Promotions, Transfer, Separation, VRS, International HRM. Introduction of Industrial Relations & Human Relation, Green HRM, HR Audit & HR Records.

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Course Outcomes:

After learning the course, the students should be able to:

COS	Course Outcomes (COs)	Mapping
CO1	Explain the way in which organizations manage their people.	Skill development
CO2	Describe ways in which people might diagnose a business strategy.	Employability
CO3	Evaluate the developing role of human resources in the global arena	Employability
CO4	Analyze the key concepts and issues in managing organizational change and development.	Skill development
CO5	Evaluate the way in which organizations manage their people.	Employability
CO6	Assess the various parameters of performance appraisal and management	Entrepreneurship

CO1: Learn the way in which organizations manage their people.

CO2: Develop ways in which people might diagnose a business strategy.

CO3: Evaluate the developing role of human resources in the global arena

CO4: Understand the key concepts and issues in managing organizational change and development.

CO5: Learn the way in which organizations manage their people.

CO6: Learn the to assess the various parameter of performance.

Suggested Text & Reference Books:

1. Human Resource Management by Dessler, Gary, Publisher: Pearson Education Asia, New Delhi.
2. Human Resource Management by Aswthappa, Publisher: TMH, New Delhi
3. Human Resource Management-Text & Cases, by Rao, V.S.P, Publisher: Excel Books, New Delhi.
4. Managing Human Resources by Ramaswamy, E., Publisher: Oxford University Press, New Delhi

List of Open Source Software/learning website:

1. https://onlinecourses.swayam2.ac.in/cec21_mg06/preview?

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Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/ Online)	Mode of Exam.
			Theory Slot			Practical Slot				L	T	P			
			End Term Evaluation		Continuous Evaluation	Continuous Evaluation		Total Credits							
			End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignme nt	Internal								
DC	702002	Managerial Economics	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

2. https://onlinecourses.nptel.ac.in/noc20_mg60/preview

Course Objectives:

Understand the relative importance of Managerial Economics. Know how the application of the principles of managerial economics can aid in achievement of business objectives. Understand the modern managerial decision rules and optimization techniques. Be equipped with the tools necessary in analysis of consumer behavior as well as in forecasting product demand. Understand and be able to apply latest pricing strategies. Understand and analyse the macro environment affecting the business decision making.

Unit I

Basic Concepts and principles: Definition, Nature and Scope of Economics-Micro Economics and Macro Economics, Managerial Economics and its relevance in business decisions, Fundamental Principles of Managerial Economics - Incremental Principle, Marginal Principle, Opportunity Cost Principle, Discounting Principle, Concept of Time Perspective. Equi-Marginal Principle, Utility Analysis, Cardinal Utility and Ordinal Utility.

Unit II

Demand and Supply Analysis: Theory of Demand. Types of Demand, Determinants of demand, Demand Function, Demand Schedule, Demand curve, Law of Demand, Exceptions to the law of Demand, Shifts in demand curve, Elasticity of Demand and its measurement, Price Elasticity. Income Elasticity, Arc Elasticity, Cross Elasticity and Advertising Elasticity. Uses of Elasticity of Demand for managerial decision making, Demand forecasting meaning, significance and methods (numerical Exercises) Supply Analysis; Law of Supply, Supply Elasticity; Analysis and its uses for managerial decision making.

Unit III

Production and cost Analysis: Production concepts & analysis; Production function, Types of production function, Laws of production: Law of diminishing returns, Law of returns to scale. Cost concept and analysis: Cost, Types of costs, Cost output relationship in the short-run. Cost output relationship in the Long-run. Estimation of Revenue, Average Revenue, Marginal Revenue

Unit IV

Market structures: Perfect and Imperfect Market Structures, Perfect Competition, features, determination of price under perfect competition. Monopoly: Feature, pricing under monopoly, Price

Arshvi

Pratik



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Discrimination. Monopolistic: Features, pricing under monopolistic competition, product differentiation.
Oligopoly: Features, kinked demand curve, cartels, price leadership. Pricing Strategies; Price determination, full cost pricing, product line pricing, price skimming, penetration pricing

Unit V

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business

Course Outcomes:		Mapping
S. No	Course Outcomes (COs)	Skill development
1	Define economic basis for business characteristics and market imperfections.	Skill development
2	Describe consumer behaviour and market behaviour.	Employability
3	Apply optimizing techniques in competitive strategy in different markets.	Employability
4	Analyze costing, pricing and its relation with demand and supply.	Employability
5	Evaluate creation and sustainability of different markets.	Entrepreneurship
6	Create microeconomics tool for analysis of volatility in the business world.	

Suggested Text and Reference Books:

1. Managerial Economics, GEETIKA, McGraw-Hill Education 2nd Ed.
2. Managerial Economics: Concepts and Applications (SIE), THOMAS & MAURICE, McGraw-Hill Education, 9th Ed
3. Managerial Economics, H.L.Ahuja, S.Chand, 8th Ed
4. Managerial Economics, D.N.Dwivedi, Vikas Publication, 7th Ed
5. Managerial Economics – Theory and Applications, Dr.D.M.Mithani, Himalaya Publications, 7th Ed.

List of Open Source Software/learning website:

1. <https://nptel.ac.in/courses/110105075>
2. <https://onlinelibrary.wiley.com/journal/10991468>
3. https://www.academia.edu/34707649/Managerial_Economics_Textbook
4. https://www.opentextbooks.org.hk/system/files/export/15/15497/pdf/Principles_of_Mananagerial_Economics_15497.pdf

Nancy Ahuja

Singh

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Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.	
	Theory Slot			Practical Slot				L	T	P				
	End Term Evaluation		Continuous Evaluation	Continuous Evaluation		Internal								External
	End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment										
Technology Management	50	10	20	20	-	-	100	3	-	0	3	Offline	PP	

Course Objectives:

Technology Management course enables a student to understand the Concept and Meaning of Technology and Technology Management. This course enables a student to understand the Technology Forecast, Technology Acquisition, and Technological Change.

I
 Concept and Meaning of Technology and Technology Management- Technology; Technology Management, Evolution and Growth of Technology, Role and Significance of Technology Management, Impact of Technology on Society and Business Technology and competition; Key issues in managing Technological innovation, Forms of Technology- Process technology; Product technology

II
 Technology Acquisition, Alternatives for Acquiring New Technologies, Reasons Compelling a Company to Obtain a New Technology, Management of Acquired Technology, Measures of Scale and Mechanisms for Acquiring Technologies; Levels of scale; The measurement of scale; Factors affecting the Rate of scale.

III
 Concept of Technology Forecasting- Characteristics of technology forecasting; Technology forecasting Method; Principles of technology forecasting, Technology Forecasting Process, Need and Role of Technology Forecasting, Forecasting Methods and Techniques, Planning and Forecasting

IV
 Technology Strategy-Technology strategy and management; Elements of an accessible technology Strategy; Technology Adoption, Technology Diffusion- of technology diffusion; Perspectives of Innovation diffusion process; Activities necessary for diffusion process, Technology Absorption- Role of Technology absorption.

V
 Technological Change- Characteristics of technological change; Classification of technological change; Impact of technological change, Technology Life Cycle, Technology Transformation; New Technologies, Adoption of a New Technology, Implementation of New Technology, Automation- Automation and Innovation technology; Technology Choice, Technology Assessment Process.

Abhinav

Angela



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Course Outcomes focused on employability/entrepreneurship/skill development:

COS	Course Outcomes (COs)	Mapping
CO1	Remember the role and significance of technology management for business.	Entrepreneurship
CO2	Understand the expertise and confidence to assume leadership positions in technical environments and assistance to coworkers.	Employability
CO3	Apply the principles and core concepts of TM to real-world problems to develop optimal, affordable, sustainable solutions.	Skill Development
CO4	Analyze the relevant principles on the design of computer-based information systems to increase organizational effectiveness and efficiency.	Entrepreneurship
CO5	Evaluate the acceptance and adoption of technology within various types of organizational cultures.	Skill Development
CO6	Demonstrate and apply new knowledge through effective lifelong learning strategies, to address current local, national, and global challenges.	Entrepreneurship

Suggested Text & Reference Books:

1. Handbook of Technology Management by Gerard H. Gaynor(MacGraw Hill)
2. Management of Technology and Innovation by PN Rastogi(Sage)
3. Management Information Systems: 3rd Edition, Waman S Jawadekar.
4. Management Information Systems: Managing the Digital Firm, 13th Edition, Kenneth C. Laudon , Jane P. Laudon.
5. Business Driven Information Systems 4th Edition by Paige Baltzan , Amy Phillips
6. Introduction to Information Systems: Enabling and Transforming Business 2nd Edition, R. Kelly ,Efraim Turban

List of Open Source Software/learning website:

1. <https://archive.nptel.ac.in/courses/110/106/110106157/>

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S. No.	Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.
				Theory Slot			Practical Slot				L	T	P			
				End Term Evaluation		Continuous Evaluation	Continuous Evaluation		Total							
				End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal								
4	DC	702004	Data Science for Manager	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

Course Objectives:

To enable the students to understanding the role of business data science in business to reap benefits in real business world scenario. The objective of the data scientist is to explore, sort and analyze megadata from various sources in order to take advantage of them and reach conclusions to optimize business processes or for decision support.

Unit I

Introduction to Data Science: Selecting rows/observations, Rounding Number, Selecting columns/fields, Merging data, Data aggregation, Data munging techniques, Data Scientist vs. Data Engineer vs. Business Analyst, What is data science, Why Data Science, Applications for data science, Data Scientists Roles and Responsibility

Unit II

Data: Data Collection, Data Management, Big Data Management, Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Visualization, Data Classification, Data Science Project Life Cycle: Business Requirement, Data Acquisition, Data Preparation, Hypothesis and Modeling, Evaluation and Interpretation, Deployment, Operations, Optimization.

Unit III

Introduction to Data Mining, The origins of Data Mining, Data Mining Tasks, OLAP and Multidimensional data analysis, Basic concept of Association Analysis and Cluster Analysis.

Unit IV

Introduction to Machine Learning: History and Evolution, AI Evolution, Statistics Vs Data Mining Vs, Data Analytics Vs, Data Science, Supervised Learning, Unsupervised Learning, Reinforcement Learning, Frameworks for building Machine Learning Systems.

Unit V

Introduction to Decision Modeling, Optimization Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization, Decision Making under Uncertainty, Implementing

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Predictive Models-Ensemble Models-Clustering and Segmentation Analysis, K-Means Clustering-Profilng and Interpreting Clusters.

Course Outcomes:

After learning the course, the students should be able to:

COS	Course Outcomes (COs)	Mapping
CO1	DefineUnderstand the basics of Data Science.	Skill development
CO2	Identify and explain data management and handling and Data Science Project Life Cycle.	Skill development
CO3	Useapplications of data mining concept and its techniques	Skill development
CO4	Analyze machine learning concept	Entrepreneurship
CO5	RecognizeUnderstand the application of business analysis in different domain	Entrepreneurship
CO6	Explore the fundamental concepts of big data analytics and to learn to analyze the big data using intelligent techniques	Employability

Suggested Text &Reference Books:

1. Essentials of Business Analytics: An Introduction to the methodology and its application, BhimasankaramPochiraju, SridharSeshadri, Springer
2. Introduction to Machine Learning with Python: A Guide for Data Scientists 1st Edition, by Andreas C. Müller, Sarah Guido, O'Reilly
3. Introduction to Data Science, Laura Igual Santi Seguí, Springer
4. Introduction to Data Mining, Pang-Ning Tan, Michael Steinbach, Vipin Kumar, Pearson Education India
5. An Introduction to Business Analytics, GerKoole, Lulu.com, 2019

List of Open Source Software/learning website:

1. https://onlinecourses.nptel.ac.in/noc21_cs69/preview

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Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.
			Theory Slot			Practical Slot				L	T	P			
			End Term Evaluation		Continuous Evaluation	Continuous Evaluation		Internal							
			End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment									
DC	702005	Business Analytics	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

Course Objectives:

To enable the students to gain insights into how business analytics should be used to reap benefits in real business world scenario. This course in business analytics has been designed keeping in mind the significance of it in management studies and how it can be used in business scenarios.

Unit I

Introduction to Business Analytics, Need and Scope, Components (Business Context, Technology, Data Science). Types (Descriptive, Predictive and Prescriptive), Organization/sources of data, Importance of data quality, Dealing with missing or incomplete data, Data Classification. Data Sets and Databases, Data reliability and validity; Uncertainty and Risk, Definitions and Examples in Business Intelligence, Need, Features and Use of Business Intelligence (BI), BI Components- Data Warehouse, Business Performance Management.

Unit II

Types of Digital Data: Definition, Sources, Storage and Characteristics of Structured, Unstructured and Semi Structured Data; Data Warehouse: Definition, characteristics, framework, Data Lake. Sampling and Estimation, Optimizing the Complexity of Decision Trees - Interpreting Decision Trees ; Logistic Regression - Simple and Multiple Logistic Regression – Selecting; Regression Inputs, Multivariate Linear Regression I: More on linear regression; Transformations and coding dummy variables; Modeling interactions: ANOVA; Randomized blocks; Factorial designs; Split-plot design; Analysis of Covariance.

Unit III

Data Visualization: Meaning and Significance of Data, Visualization as used in modern research, Tools and software for data visualization; Meaning and Usage of Data Dashboards, Implementing Predictive Models-Ensemble Models-Clustering and Segmentation Analysis, K-Means Clustering-Profilng and Interpreting Clusters.

Unit IV

Introduction to Decision Modeling, Optimization Use of Excel to solve business problems: e.g. marketing mix, capital budgeting, portfolio optimization, Decision Making under Uncertainty Data Mining: Scope Concept and applications of Data Mining; Data Exploration and Reduction.

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Unit V

Introduction to marketing Analytics: Customer Lifetime Value: customer's lifetime Market Basket Analysis. Big Data Analytics: Definition and characteristics of big data, Fundamentals of big data analytics. Time Series Analysis Analytics in Business Support Functions: Sales & Marketing Analytics, HR Analytics, Financial Analytics, Production and operations analytics Application of Business Analytics in Industries: Telecom, Retail, Healthcare, Financial Services. Decision Analysis

Course Outcomes:

After learning the course, the students should be able to:

COS	Course Outcomes (COs)	Mapping
CO1	Define various terminologies related to technology and its application to facilitates Managerial decision.	Skill development
CO2	Describe various measures of business analytics.	Skill development
CO3	Explain interrelationship among business intelligence, business analytics and its support functions.	Employability
CO4	Analyze various ethical practices and prevention of fraud through technology, theft of data etc.	Employability
CO5	Evaluate the use of various techniques for mining data stream and various search methods and visualization techniques..	Employability
CO6	Explore the fundamental concepts of big data analytics and to learn to analyze the big data using intelligent techniques.	Entrepreneurship

Suggested Text & Reference Books:

1. Albright, S., and Wayne Winston. Business Analytics: Data Analysis & Decision Making. Nelson Education
2. Anil Maheswari. Data Analytics. Mc Graw Hill
3. Sandhya Kuruganti & Hindol Basu Business Analytics: Applications to Consumer Marketing. Tata McGraw Hill
4. Kadre, Shailendra, and Venkat Reddy Konasani. Practical Business Analytics Using SAS: A Hands-on Guide. Apress.
5. Rao, Purba Halady. Business Analytics: An application focus. PHI Learning Pvt. Ltd.

List of Open Source Software/learning website:

1. <https://nptel.ac.in/courses/110105089>

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S. No.	Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.
				Theory Slot			Practical Slot									
				End Term Evaluation		Continuous Evaluation		Continuous Evaluation								
				End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal	External							
	DC	702006	Legal Aspects of Business	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

Course Objectives:

To acquaint the students with the knowledge of the legal framework and learn how legal framework influences the functioning of business. Course develops an understanding among the students of the significant provisions of selected business laws.

Unit I

The Contract Act, 1872: Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency.

Unit II

Sale of Goods Act, 1930: Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction.

Unit III

The Negotiable Instrument Act, 1881: Negotiable Instruments – Meaning, Characteristics, Bills of Exchange, Promissory Notes & Cheque, Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonour of Negotiable Instrument – Noting and Protest.

Unit IV

The Companies (Amendment) Act, 2015: Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Appointment of director including woman Director.

Unit V

The Consumer Protection Act, 1986, Information Technology Act, 2000, Digital Signature, Electronic Governance, Electronic Records E – Contracts, E – Business models, Cyber Crimes. Introduction, Legal Aspects of Patents, Filing of Patent Applications, Rights from Patents, Copyright and its Ownership, case studies.

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Course Outcomes:

After learning the course, the students should be able to:

COs	Course Outcomes (Cos)	Mapping
CO1	Define Legal Environment of Business.	Employability
CO2	Explain basic legal knowledge to business transactions.	Skill development
CO3	Interpret effectively using standard business and legal terminology.	Skill development
CO4	Examine relationship of business law and economic activities,	Entrepreneurship
CO5	Evaluate a sense of ethical viewpoint towards business laws and legislation	Skill development
CO6	Develop an insight towards Patent and Copy Rights	Skill development

Suggested Text and Reference Books:

1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N.D. Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian
4. Legal Aspects of Business, Ravinder Kumar
5. Business Laws, S. D. Geet
6. Business Laws, S.S. Gulshan
7. Legal Aspects of Business, Akhileshwar Pathak

List of Open Source Software/learning website:

1. <https://youtu.be/Pc7DDP2YO8Q>

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Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.
			Theory Slot			Practical Slot				L	T	P			
			End Term Evaluation		Continuous Evaluation		Continuous Evaluation								
			End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal	External							
DC	702007	Management Information system	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

Course Objectives:

The objective of the course is to describe the role of information technology and decision support systems in solving business problems. This course is also intended to make students understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive.

Unit I

Organizations, Management and the Networked Enterprise – Information Systems in Global Business Today, Emerging digital firm, Strategy, perspectives and dimensions of Information systems, Network based strategies

Global E-business and Collaboration – Business processes, Systems for different management groups and Enterprise, E-Business, E-commerce, E-Government, Tools and technologies for Collaboration and Social Business, Porter's competitive forces model, The Business value chain Model

Unit II

Ethical and Social issues in information systems – A model for Thinking about Ethical, Social, Political issues, Five moral dimensions of the Information Age, Ethical analysis, Candidate Ethical Principles

IT Infrastructure & Emerging Technologies – Evolution, Components, management issues, contemporary hardware platform trends, contemporary software platform trends, Web services and service-oriented architecture

Foundations of Business Intelligence – File organization terms and concepts, Capabilities of Database Management Systems, Analytical tools, Databases design, managing data resources

Unit III

Telecommunications, Internet and Wireless Technology – Networking and communication trends, signals, types of networks, internet services and communications tools, Wireless computer networks and internet access

Securing Information Systems – Malicious Software: Viruses, worms, Trojan horses, spyware, Hackers and computer crime, Internal threats, Business value of security and control: Legal and Regulatory requirements for Electronic records management, Establishing a framework for security and control: Risk assessment, Security policy, technologies and tools for protecting information resources.

Aswini

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Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam
			Theory Slot			Practical Slot									
			End Term Evaluation		Continuous Evaluation		Continuous Evaluation								
			End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal	External							
DC	702007	Management Information system	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

Course Objectives:

The objective of the course is to describe the role of information technology and decision support systems in solving business problems. This course is also intended to make students understand the various knowledge representation methods and different expert system structures as strategic weapons to counter the threats to business and make business more competitive.

Unit I

Organizations, Management and the Networked Enterprise – Information Systems in Global Business Today, Emerging digital firm, Strategy, perspectives and dimensions of Information systems, Network based strategies

Global E-business and Collaboration – Business processes, Systems for different management groups and Enterprise, E-Business, E-commerce, E-Government, Tools and technologies for Collaboration and Social Business, Porter's competitive forces model, The Business value chain Model

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IT Infrastructure & Emerging Technologies – Evolution, Components, management issues, contemporary hardware platform trends, contemporary software platform trends, Web services and service-oriented architecture

Foundations of Business Intelligence – File organization terms and concepts, Capabilities of Database Management Systems, Analytical tools, Databases design, managing data resources

Unit III

Telecommunications, Internet and Wireless Technology – Networking and communication trends, signals, types of networks, internet services and communications tools, Wireless computer networks and internet access

Securing Information Systems – Malicious Software: Viruses, worms, Trojan horses, spyware, Hackers and computer crime, Internal threats, Business value of security and control: Legal and Regulatory requirements for Electronic records management, Establishing a framework for security and control: Risk assessment, Security policy, technologies and tools for protecting information resources.

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Unit IV

Enterprise Information System - Achieving Operational Excellence and Customer Intimacy: Enterprise system, Applications, Business values of Enterprise systems, Supply chain management system: Supply chain, Global supply chain, customer relationship management: Operational and Analytical CRM, Business value of Customer relationship management systems, Enterprise applications: New opportunities and challenges
Managing Knowledge – Important dimensions of knowledge, types of knowledge management systems, requirements of knowledge work systems, expert systems.

Unit V

Enhancing Decision Making – Business value of improved decision making, types of decisions, decision making process, Business intelligence, decision support for operational and middle management, decision support for senior management, group decision support systems, modeling and designing systems: structured and object oriented methodologies, Alternative systems building approaches, Application development for the digital firm.

Course Outcomes:

After learning the course, the students should be able to:

COs	Course Outcomes (COs)	Mapping
CO1	Apply basic concepts of Information Technology, its support and role in Management	Skill development
CO2	Recognize security aspects of IT in business, highlighting electronic transactions, advanced security features	Employability
CO3	Analyze managerial decision-making and to develop perceptive of major functional area of MIS	Employability
CO4	Describe emerging MIS technologies like ERP, SCM and trends in enterprise applications.	Skill development
CO5	Translate the role of information systems in organizations, the strategic management processes, with the implications for the management.	Employability
CO6	Apply various information systems like DBMS together to accomplish the information objectives of an organization in Business Management.	Entrepreneurship

Suggested Text & Reference Books:

1. Management Information Systems, Laudon and Laudon, 7th Edition, Pearson Education Asia.
2. Management Information Systems, Jawadekar, Tata McGraw Hill.
3. Management Information Systems, Davis and Olson, Tata McGraw Hill.
4. Analysis and Design of Information Systems, Rajaraman, Prentice Hall.
5. Decision Support Systems and Intelligent Systems, Turban and Aronson, Pearson Education Asia.
6. Management Information Systems, Schulthesis, Tata McGraw Hill.
7. Management Information Systems - Sadagopan, Prentice Hall.
8. Management Information Systems – Jayant O

List of Open Source Software/learning website:

1. https://onlinecourses.nptel.ac.in/noc20_mg59/preview

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Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.
			Theory Slot			Practical Slot				L	T	P			
			End Term Evaluation		Continuous Evaluation		Continuous Evaluation								
			End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal	External							
DE	702008	Total Quality Management	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

Course Objectives:

This Course will help the student to understand the Total Quality Management concept and principles, understand the various tools available to achieve Total Quality Management, understand the statistical approach for quality control, evaluate and explore the principles of quality management within quality management systems, select and apply relevant tools and techniques for controlling, improving and measuring quality.

Unit I

Definition of Quality; Types of quality; Relation b/w quality & cost; Productivity, Quality Leadership and business strategy, Dimensions of quality, Basic concept of TQM, Principles of TQM, Quality Council, Quality Costs – Analysis & techniques for Cost control of Quality, Barriers of TQM Implementation.

Unit II

Deming Philosophy on quality, JURAN Trilogy, PDCA cycle, Control of quality, control of Quality, quality planning and sales income, Strategic Quality Management, Designing for quality.

Unit III

Quality function, Coordination of quality activities for cross Functional Aspects, developing a quality culture, Standardization of Corporate wide Method for Cutting cost, Role of Upper, Middle management and workforce & Quality Director, Quality Circles.

Unit IV

The seven tools of quality, Concept of six sigma, New seven Management tools, Kaizen, Just In Time, Taguchi methods, Recent techniques of quality improvements.

Unit V

Need for ISO 9000 and Other Quality Systems, ISO 9000:2000 Quality System – Elements, Implementation of Quality System, Documentation, Quality Auditing, TS 16949, ISO 14000 – Concept, Requirements and Benefits.

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Course Outcomes:

After learning the course, the students should be able to:

COs	Course Outcomes (COs)	Mapping
CO1	Understand the fundamental principles of Total Quality Management	Skill development
CO2	Choose appropriate statistical techniques for improving processes	Employability
CO3	Write reports to management describing processes and recommending ways to improve them	Employability
CO4	Develop research skills that will allow them to keep abreast of changes in the field of Total Quality Management	Entrepreneurship
CO5	Emphasize the process of learning and discovery rather than the presentation of fact.	Entrepreneurship
CO6	Effectively implementation of quality control methods in business	Skill development

Suggested Text & Reference Books:

1. Dale H. Besterfield, et al., "Total Quality Management", Pearson Education, Inc. 2003. (Indian reprint 2004). ISBN 81-297-0260-6.
2. James R. Evans & William M. Lindsay, "The Management and Control of Quality", (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5).
3. Feigenbaum, A.V. "Total Quality Management", McGraw-Hill, 1991.
4. Oakland, J.S. "Total Quality Management", Butterworth-Heinemann Ltd., Oxford, 1989.
5. Narayana V. and Sreenivasan, N.S. "Quality Management – Concepts and Tasks", New Age International 1996.
6. Zeiri. "Total Quality Management for Engineers", Wood Head Publishers, 1991.
7. Lt. Gen. H. Lal, "Total Quality Management", Wiley Eastern Limited, 1990.
8. Greg Bounds. "Beyond Total Quality Management". McGraw Hill, 1994.
9. Menon, H.G., "TQM in New Product manufacturing", McGraw Hill 1992.

List of Open Source Software/learning website:

1. <https://archive.nptel.ac.in/courses/110/104/110104080/>
2. https://www.academia.edu/37213047/TOTAL_QUALITY_MANAGEMENT_notes
3. https://www.researchgate.net/publication/318654507_Total_Quality_Management_Notes

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Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.	
			Theory Slot			Practical Slot			Total Marks	L	T				P
			End Term Evaluation		Continuous Evaluation		Continuous Evaluation								
			End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal	External							
DE	702009	Financial Institutions and Markets	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

Course Objectives:

The objective of the course is to understand the role of Financial Institutions and Services in Business organizations. This course will provide an understanding of the functions, and operations of the financial markets and institutions operating in India. It explains the role of financial system on economic development. Various conceptual issues related to risk and return, the role of regulatory bodies, mechanism of commercial banking, operations of insurance companies and mutual funds are discussed elaborately.

Unit I

Introduction to Financial System and Economic Development, Indicators of Financial Development, Structure and Characteristics. Regulatory Institutions: SEBI (Security Exchange Board of India) and RBI (Reserve Bank of India).

Unit II

Capital Markets: Primary and Secondary Market, Structure, Nature, Significance and Players, IPO, Stock Exchanges, Stock Market Indices.
Money Market: Structure, Operations, Players, Treasury Bills, Commercial Papers, Certificate of Deposit, Gilt Edged Securities and REPO's.

Unit III

Commercial Banking, Role of Banks, Risk Management in Banks - Credit risk management, Operational risk management, Market risk management, Provident Fund, Pension Fund, Insurance Companies.

Unit IV

Mutual Fund, Credit Rating Agencies, Merchant Bank, Venture Capital Funds, e-banking. Securitization - Indian Banking and the financial crisis, Asset Reconstruction Companies, Depositories, Credit Cards.

Unit V

Derivatives Market, Types of Derivatives, Important Concepts used in Derivatives Market, Pricing of Futures, Options and Swaps

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Course Outcomes:

COS	Course Outcomes (COs)	Mapping
CO1	Define financial institutions and their features.	Skill development
CO2	Describe financial markets functions.	Skill development
CO3	Apply e-banking concepts for business proposal	Employability
CO4	Analyze different derivatives assets.	Employability
CO5	Evaluate importance of financial institutions and market for any business organization.	Employability
CO6	Create a model for risk management in banks	Entrepreneurship

Suggested Text and Reference Books:

1. Financial Institutions and Markets: Structure, Growth and Innovations by L.M. Bhole and J. Mahakud, 6th Edition, McGraw Hill Education, Chennai, India
2. Financial Markets and Institutions by Frederic Mishkin and Stanley Eakins, 8th Edition, Pearson Education
3. Financial Institutions & Markets by Jeff Madura, 10 edition Cengage
4. Bond Evaluation, Selection and Management by R. Stafford Johnson, 2nd Edition, John Wiley & Sons, Inc. Hoboken, New Jersey
5. Analysis of Investments and Management of Portfolios by Frank Reilly and Keith Brown, 10th Edition, Cengage Publication.

List of Open Source Software/learning website:

1. <https://nptel.ac.in/courses/110105121>
2. <https://hpuniv.ac.in/hpuniv/upload/uploadfiles/files/fin%20inst%20mkt.pdf>
3. <https://openknowledge.worldbank.org/bitstream/handle/10986/4154/WPS4943.pdf>

Nandini
Ashwini

Prayash



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Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.
			Theory Slot			Practical Slot				L	T	P			
			End Term Evaluation		Continuous Evaluation		Continuous Evaluation								
			End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal	External							
DE	702010	Consumer Behavior	50	10	20	20	-	-	100	3	-	0	3	Offline	PP

Course Objectives:

1. To understand consumer behavior in an informed and systematic way.
2. To analyze personal, socio-cultural, and environmental dimensions that influence consumer decisions making.
3. To enable students in designing and evaluating the marketing strategies based on fundamentals of consumer buying behavior.
4. To give the students a perspective to understand the application of market research in framing effective marketing strategies.

Unit I

Introduction to consumer behavior, defining consumer behavior, scope of allocation of consumer behavior, why study consumer behavior, evolution of consumer behavior as a field of study and its relationship with marketing: behavior dimension, psychographic dimensions, consumer motivation, perception, personality, information processing, attitude formation and attitude change, the interdisciplinary nature of consumer behavior and marketing strategy.

Unit II

Market segmentation and positioning, basis for segmentation, alternatives available for segmentation, positioning the consumer decision making process, what is consumer decision, consumer decision making process, levels of consumer decision making, models of consumers: four views of consumer decision making, types of decision process social and cultural environment: economic, demographic, cross cultural and socio-cultural influences, family: role & structure, family life cycle, purchasing decisions, changing role of families.

Unit III

Models of consumer behavior, the economic model, learning model, psychoanalytic model, the sociological model, the Howard Sheth model of buying behavior, the Nicosia model, the Engel-Kollat-Blackwell model, consumer communication, components of communications process, consumer decision processes: high and low involvement, pre-purchase processes, purchase, post purchase processes, consumption and evaluation, brand loyalty and repeat purchase behavior.

Unit IV

Sociological influences on consumer decision making, consumer reference groups, personal influence, diffusion of innovation, organizational buying, nature of organizational buying, influences on

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organizational buying behavior, consumerism: the roots of consumerism, consumer safety, consumer information, environmental concerns, consumer privacy, legislative responses to consumerism and marketer responses to consumer issues. consumer protection: consumer protection act 1986 & 2019, central consumer protection councils.

Unit V

Consumer behavior analysis and marketing strategy, consumer behavior and product strategy, consumer behavior and pricing strategy, consumer behavior and distribution strategy, consumer behavior and promotion strategy, customer relationship management: facets and elements of crm, crm process, importance of crm, planning and managing crm programme. trends in crm: e-crm solutions, customer loyalty: concept of customer loyalty, customer value assessment, customer retention strategies, crm in services, e-crm.

Course outcomes focused on employability/entrepreneurship/ skill development

COs	Course Outcomes (COs)	Mapping
CO1	Define key concepts and theories of consumer behavior.	Skill development
CO2	Identify and explain factors which influence consumer behavior.	Skill development
CO3	Use applications of important concepts and theories in developing viable marketing strategies.	Skill development
CO4	Relate internal dynamics such as personality, perception, learning motivation and attitude to the choices consumers make and Implement appropriate combinations of theories.	Entrepreneurship
CO5	Recognize social and ethical implications of marketing actions on consumer behavior.	Entrepreneurship
CO6	Use most appropriate techniques to apply market solutions.	Employability

Suggested Text & Reference Books:

1. Schiffman Leon G. and Kanuk Leslie Lazar- Consumer Behaviour (Pearson/ Prentice Hall, 9th Edition).
2. Hawkins, Best and Coney- Consumer Behaviour (Tata Mc Graw Hill, 9TH Edition).
3. Loudon, David L. and Della Bitta, Albert J. - Consumer Behavior (Tata Mc Graw Hill, 4TH Edition).
4. Peter J P/ Olson J C, Consumer Behaviour, Tata McGraw Hill
5. Gupta SL/ Sumitra Paul, Consumer Behaviour: An Indian Perspective, Sultan Chand & Sons
6. Soloman M R, Consumer Behaviour, Prentice Hall
7. Henry Assael (2009), Consumer Behaviour, Willey India, New Delhi.
8. Deon (2009), Buyer Behaviour, Oxford University Press, New Delhi.
9. Leen G. Schiff man, L.H. Kanuk (2009), Consumer Behaviour, Pearson Education, India.

List of Open Source Software/learning website:

1. https://onlinecourses.nptel.ac.in/noc22_mg47/preview

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Course Outline of MAC Course of MBA IISem (2022-23)

Course Category	Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits	Mode of Teaching (Offline/Online)	Mode of Exam.
			Theory Slot			Practical Slot				L	T	P			
			End Term Evaluation		Continuous Evaluation	Continuous Evaluation		Total							
			End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal								
MC	MC7002	Corporate Governance	50	10	20	20	-		-	100	3	-	0	3	Offline

Course Objectives:

Today's hyper competitive business environment creates tremendous pressure on managers to improve performance of their organizations. Many times, such pressures result in managers engaging in unethical practices. Hence, ethics and corporate governance has come to occupy an important place in Management theory and practices. Corporate governance is the way a corporation polices itself.

Unit I

Evolution of Corporate Governance - Meaning of Corporate Governance; Corporate Governance systems; Obligations to stakeholders; Principles of corporate governance; History of Corporate Governance; Theory of the firm;

Corporate Governance Models: The Anglo-Saxon Model- Regulatory framework on corporate governance in India; The Japanese Model of Corporate Governance, Key Players in the Japanese Model; German model of corporate governance.

Unit II

Business Ethics: What is Business Ethics; Roots of Unethical Behaviour; Business Ethics and Social Responsibility; The Role Of Ethics in Business; Ethical Theories; Ethical Issues, Making Decisions About Ethical Issues; improving Ethical Behaviour in Business.

Unit III

Social Responsibility & Corporate Governance

The Nature of Social Responsibility; Social Responsibility Issues; How Corporate Observe Ethics in their Organizations; Corporate Governance Ethics; Characteristics of an Ethical Organization;

Unit IV

Board of Directors: Corporate Management Structure; Kinds of Directors; Directors Appointment; Effectiveness of the Board of Directors; Duties and Responsibilities of Directors; Qualification and Disqualification of Directors; Liabilities of Directors; Role of Directors; **Rights & Privileges of Shareholders:** Recommendations relating to shareholders; Responsibilities of Shareholders; Guidelines for Investors/Shareholder; Trading of Securities;

Abhinav Singh

Dr. Anshu

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Unit V

Role of Government in Corporate Governance; Government Interference in Market Economies; Different Roles of Government in the Economy; Forms of Government Regulation; The Scope of Government's Relations with Business

Course Outcomes focused on employability/entrepreneurship/skill development:

COs	After successful completion of this course, students would be able to:	Mapping
CO1	Develop Students to understand the business ethics.	Employability
CO2	Identify Employees conditions and Business Ethics.	Entrepreneurship
CO3	Describe the role of stakeholder and their impact on the Business.	Skill Development
CO4	Apply know how to analyze various ethical codes in corporate governance	Skill Development
CO5	Evaluate corporate social responsibility	Employability
CO6	Develop Student to learn the ethics to be followed while doing business	Entrepreneurship

Suggested Text & Reference Books:

1. Horngreen CT: Introduction to Management Accounting, Prentice Hall of India, New Delhi.
2. LalJawahar: Management Accounting, Tata McGraw Hill New Delhi.
3. Maheswary S N, Management accounting and Financial Control; Sultan Chand & Sons New Delhi.
4. Shasi K Gupta and R K Sharma, Management accounting, Kalyani Publishers.

List of Open Source Software/learning website:

1. <https://www.youtube.com/@nptel-nociitm9240>
2. <https://nptel.ac.in/courses/110105079>

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Course Outline of Core Subjects
MBA III Sem (Batch 2022-24)

Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703001	Project Management	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

To develop a thorough understanding of the subject, tools and techniques used for managing projects, core competencies required from a project manager and enable them to execute a project to achieve specific goals that will benefit the organizations and society.

Unit I

Introduction to Project, Project Management and Project Managers, Functions of Project Managers, PM as a Profession, Project Goals, Functions; Categories of Projects, Phases of Project Management, Project Life Cycle, Project Environment, The 7S of Project Management.

Unit II

Criteria for selection: Checklist Model, Scoring Model, Analytic Hierarchy Process, Profile Model; identification of the project; Request for Proposal; Project appraisal: Technical, Commercial, Economic, Financial and Management appraisal; Feasibility Study: Project Selection and Criteria (qualitative and quantitative): Cost Benefit Analysis, NPV, IRR, Payback period, etc.

Unit III

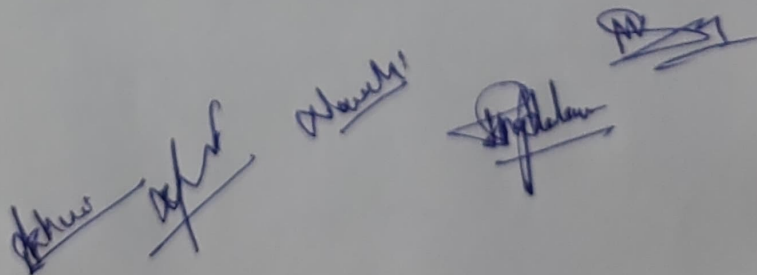
Project Organization: Pure, Matrix, Mixed; Project Planning: Planning steps, Master plan; Defining Project Scope, Developing Work Breakdown Structure, Project Activity, Project Coordination, Scheduling Charts; Schedule, Gantt Charts, Project Evaluation Techniques, PERT, CPM, Critical Chain Method & Critical Chain Project Management.

Unit IV

Social Cost Benefit Analysis Project Cash Flow, Cost of Capital, WACC, Cost Estimating Process, Budgets and Estimates; Cost-Time Overrun; Risk analysis.

Unit V

Project Control Process & techniques: Cybernetic controls, Go-No-go Controls, Post controls; Project Quality Control; Project Closure; Project Termination; Project Audit, Abandonment Analysis.



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Course outcomes focused on employability/entrepreneurship/ skill development

COs	After completing the course, a student will be able to:	Mapping
CO1:	Measure the scope, cost, timing and quality of the project as defined by various stakeholders throughout its lifecycle.	Skill development
CO2:	Estimate various projects' feasibility and analyze various alternatives for their success and failure.	Skill development
CO3:	Break down a project into tasks/activities using WBS and schedule a project based on various tools & techniques	Employability
CO4:	Analyze the risks involved in modern times projects and develop mitigation strategies to deal with them.	Employability
CO5:	Evaluate the optimum cost of the project for assigned deadlines by effective control & closure.	Skill development

Suggested Text and Reference Books:

1. Gray & Larson (2008), Project Management, Tata McGraw-Hill
2. Harvard Business School Press (2007), The Essentials of Project Management (for HR Professionals)
3. Kerzner (2008), Project Management, John Wiley
4. Nicholas and Steyn (2008), Project Management for Business, Engineering, & Technology, Elsevier India
5. Pinto (2009), Project Management: Achieving Competitive Advantage, Pearson India, Delhi.
6. Kloppenborg (2009), Contemporary Project Management, Cengage.
7. Maylor (2008), Project Management, Pearson India
8. Meredith, Mantel, (2008), Project Management, Wiley India
9. Nagarajan (2008), Project Management, New Age Publishers

List of Open Source Software/learning website:

https://onlinecourses.nptel.ac.in/noc22_mg71/preview

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703002	Strategic Management	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

After completion of the course, the students can learn about various Business Strategies and importance of Strategic Management in context with business leadership.

Unit I

Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business
 Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management.

Unit II

Introduction, Strategy Analysis and its Importance, Environmental Appraisal and Scanning Techniques, Organisational Position and Strategic Advantage Profile, Strategic Management Model
 Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome, Strategy Leadership and Strategy Implementation, Strategic Business Units (SBUs)

Unit III

Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations
 Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture

Unit IV

Limitations of MNCs, Business Strategies of MNCs, Techniques Employed by MNCs to Manage Markets, MNC, TNC and Global Companies Strategic Alliances: Introduction, Strategic Alliances, Types of Strategic Alliances and Business Decisions, Problems Involved in Strategic Alliances

Unit V

Role of Creativity and Innovation in Business: Introduction, Creativity, Innovation, Creating and Building Creative and Innovative Business Culture, Business Practices Adopted to Promote Creativity and Innovation, Importance of Creativity and Innovation in Business, Challenges Involved in Creativity and Innovation
 Business Ethics and Corporate Social Responsibility: Introduction, Ethics and Values, Ethical Conduct and Unethical Conduct, Impact of Ethical Conduct, Corporate Social Responsibilities (CSR), Business obligations, Social Audit and Corporate Governance

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Course outcomes focused on employability/entrepreneurship/ skill development

COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Evaluate company's goals, objectives, mission, and vision statements; differentiate among strategies	Skill Development
CO2:	Conduct strategic analysis for companies; investigate the strategy failure reasons and develop methods to overcome them	Entrepreneurship
CO3:	Design business policies as per the strategic goals of the organization	Skill Development
CO4:	Critically evaluate steps involved in strategic alliances and	Skill Development
CO5:	Construct methods to overcome challenges in creativity and innovation; support CSR and ethical activities in organizations	Skill Development; Employability

Suggested Text & Reference Books:

1. Business Policy - AzharKazmi- S. Chand & Co. NewDelhi
2. Strategic Management: Concepts & Cases - UpendraKachru, ExcelBppks.
3. Strategic Planning: Formulation of Corporate strategy - V.S. Ramaswamy, S. Namakumari - Macmillan Publishing HouseLtd.
4. Management Policy & Strategic Management - R. M. Shivastava, Himalaya Publishing House, Mumbai.
5. Creating Excellence - Craig R. Hickman & Michael A. Silva - London Univeral Book Stall, NewDelhi.

List of Open Source Software/learning website:

<https://archive.nptel.ac.in/courses/110/108/110108047/>

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703003	International Business	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

To identify & analyze ethical issues in international business and to create awareness about the various bodies working on the international level for the promotion of international trade & business.

Unit I

International Business: An Introduction, History, Nature & Scope of International Business. Comparison of Domestic Business and International Business, Reasons for Growth of International Business, Stages of Internationalization, EPRG Framework, Globalization, Multinational Corporations, India and International Business. Cross Cultural Communication, Effect of Environment on International Business, Integration between countries, Levels of integration, Impact of Integration, Regional trade blocks - EU, NAFTA, Mercosur, APEC, ASEAN, SAARC, Commodity agreements.

Unit II

International Business Environment: Economic, social, political and government environment, demographic environment, technological environment, International trading environment International Business Theories: International Trade Theories: Mercantilism, Adam Smith's Absolute Cost Advantage Theory, Ricardo's Comparative Cost Advantage Theory, MNCs and international business, International Business Research, Market Selection, Foreign Direct Investment (FDI) Theories: Market Imperfection Approach, International Product Life Cycle Theory, Transaction Cost Approach, The Eclectic Paradigm.

Unit III

International Business Coverage Strategies: Marketing mix for the International Business-Pressures for Cost Reductions & Local Responsiveness, Synthesis: Strategy & Architecture- Multidomestic Firm, International Firm, Global Firm, Transnational Firm. Importance of Organization Structure, Different forms of Organization Structure- Vertical Organization Structure, Horizontal Organization Structure, Matrix Structure; Control Systems.

Unit IV

Entry Decisions for International Business: Timing & Scale of Entry, Mode of entry in Foreign Market- Exporting, Turnkey Projects, Licensing, Franchising, Joint Venture, Wholly Owned Subsidiary by Green-Field Venture or Acquisition. International Business Risk: Country Risk Analysis, Classification of Risk Involved- Political Risk, Socio-cultural Risk, Economic Risk, Importance of Risk Analysis for International Business, Current issues in International Business: International, Competitive advantage and Strategic International Management.

Unit V

Overview of International Financial Management- Emergence of International Finance, The Foreign Investment Decision, Difference between Domestic Finance and International Finance. Overview of International Marketing- Framework of International Marketing, Domestic marketing vs. International

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marketing. Overview of International HRM: Importance of HR in International Business, Recruitment and Selection in International Business, Ethical Business, Social Responsibility of International Business.

Course outcomes: After successful completion of this course students will be able to:

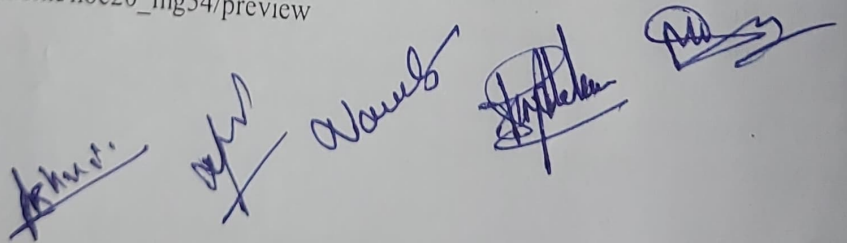
COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Develop an understanding of the real challenges of the international business environment in terms of economic, social-cultural, political and legal aspects.	Employability
CO2:	Explain theories involved in international trade which help students to develop a marketing approach in a global scenario.	Skill development
CO3:	Formulate the various strategies used for entry in international markets and develop the best organization structure.	Skill development
CO4:	Analyze the concept of evaluating risk in world markets and its effect on the market demand & international business negotiations.	Entrepreneurship
CO5:	Evaluate the various concepts used for international finance and find ethical implications in business decision making.	Skill development

Suggested Text and Reference Books:

1. Hill, C.W. International Business. New Delhi: Tata McGraw Hill, 2008.
2. Keegan, J. W. Global Marketing Management. New Delhi: Pearson Education.
3. Daniel, J., & Lee, H. International Business Environment. New Delhi: Pearson Education.
4. Onkvisit, S., & Shaw, J. International Marketing. New Delhi: Pearson Education.
5. Derskey, H. International Management. New Delhi: Prentice Hall of India.
6. Aswattapa, K. International Business. New Delhi: Tata McGraw Hill.
7. Luce, In Spite of the Gods: The Strange Rise of Modern India, Doubleday, 2007.
8. Cavusgil, International Business: The New Realities, Pearson Prentice Hall, 2008

List of Open Source Software/learning website:

https://onlinecourses.nptel.ac.in/noc20_mg54/preview



Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
	Theory Slot				Practical Slot			L	T	P	
	End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
	End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal	External					
Decision Modelling	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

Course objective of this subject is to equip students with the essential skills and knowledge to effectively analyze complex decision-making scenarios.

Unit I
 Understanding the origins and evolution of decision modeling, Exploring the fundamental principles of decision modeling, Unraveling the interplay between logic and intuition in decision-making, Delving into the history of decision modelling pioneers, Equipping readers with the necessary tools to embark on their own decision modelling journey

Unit II
 Unveiling the core concepts and techniques of decision analysis, Investigating decision trees and their role in structuring complex choices, Analyzing expected values, probabilities, and utility theory, Examining sensitivity analysis and risk assessment in decision-making, Presenting case studies and practical applications of decision analysis

Unit III
 Introducing decision support systems and their significance in decision modeling, Exploring various types of decision support systems, including expert systems and data-driven systems, Investigating the role of artificial intelligence and machine learning in decision support, Understanding the integration of data analytics and visualization in decision-making, Showcasing real-world examples of decision support systems and their impact

Unit IV
 Understanding the challenges and complexities of decision-making with multiple criteria, Exploring various approaches and methodologies for multi-criteria decision-making, Examining decision matrices, pairwise comparisons, and weighted criteria, Analyzing multi-objective optimization and trade-off analysis, Illustrating practical applications and case studies of multi-criteria decision-making

Unit V
 Uncovering the importance of risk analysis in decision modeling, Investigating probabilistic techniques, such as Monte Carlo simulation and decision trees, Examining sensitivity analysis and expected utility under risk, Addressing risk assessment and risk management strategies, Presenting real-world examples and case studies highlighting the role of risk analysis

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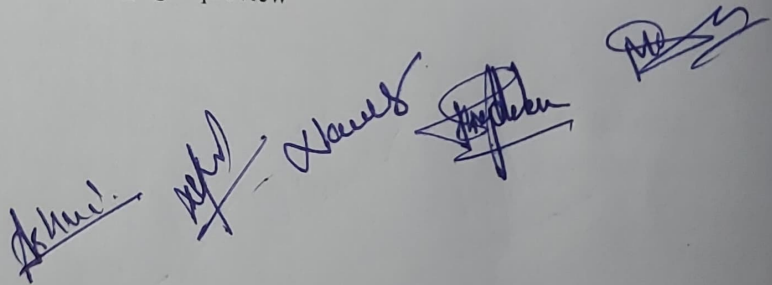
COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Generate tools to initiate the decision modeling journey, equipping individuals to apply key concepts to real-world scenarios.	Skill development
CO2:	Relate practical examples to decision analysis concepts, linking theory to real-world scenarios for improved decision-making.	Skill development
CO3:	Develop expertise in using decision support systems, deriving value from AI-driven insights for complex decision scenarios.	Entrepreneurship
CO4:	Categorize decision matrices and pairwise comparisons, breaking down multi-criteria assessment techniques for clarity.	Employability
CO5:	Create decision support systems, incorporating expert systems and data-driven approaches, to facilitate efficient and informed decision-making.	Skill development

Suggested Text and Reference Books:

1. March, J. G. (1994). A primer on decision making: How decisions happen. The Free Press.
2. Pidd, M. (2012). Tools for thinking: Modelling in management science (4th ed.). Wiley.
3. Clemen, R. T. (1996). Making hard decisions: An introduction to decision analysis (2nd ed.). Duxbury Press.
4. Goodwin, P., & Wright, G. (2014). Decision analysis for management judgment (5th ed.). Wiley.
5. Tversky, A., & Kahneman, D. (1974). Judgment under uncertainty: Heuristics and biases. Science 185(4157), 1124–1131.

List of Open Source Software/learning website:

https://onlinecourses.nptel.ac.in/noc21_mg95/preview



Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703005	Supply Chain Management	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

Students will understand the framework and fundamentals of Supply Chain Management as the foundation for building and sustaining high performance and effectiveness in the organization.

Unit I

Supply Chain Management: Evolution, Concept, objectives & importance, competitive advantages through supply chain management, Analytics in SCM, Supply chain planning, Different views of supply chain, Supply chain drivers, Supply Chain strategy and its development, Strategic fit in supply chain

Unit II

Forecasting in SCM: Forecasting in supply chain, methods of forecasting, Bullwhip Effect & Time-series analysis, Exponential smoothing method of forecasting, Forecasting errors and their measurement, Tracking signal and seasonality models, Forecasting using multiple characteristics in Demand Data and Inventory Management in Supply Chain

Unit III

Inventory, types of inventory, inventory systems, inventory modelling, role of distribution in a supply chain, factors influencing distribution network design, Inventory management in supply chain, Multi echelon Inventory Management, e-supply chain.

Unit IV

Network Design in Supply Chain, Network Design of Global Supply Chain, Alternative channels of Distribution, Location Decisions in Supply Chain, factors influencing network design decisions, framework for network design decisions, Network Optimization Models, Uncertainty in network design, Network Design in Uncertain Environment and Flexibility, Flexibility in Supply Chain

Unit V

Optimal Level of Product Availability in Supply chain, Time Value of money in Supply Chain, Different types of Analytics in Supply Chain, Predictive Modelling in Forecasting in Supply Chain, Representation on Uncertainty in Supply Chain, Using Decision Tree for handling Uncertainty, Modelling Flexibility in Supply Chain; Trends, Challenges and Future of Supply Chain

Course outcomes focused on employability/entrepreneurship/ skill development

COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Explain Network Design in Supply Chain	Skill development
CO2:	Develop the basic framework of supply chain and logistics working and its significance in achieving the firm's objectives.	Skill development

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CO3:	Measure the key concepts and techniques that allow to analyze, manage, and improve supply chain processes for different industries and markets.	Ent
CO4:	Analyze real life problems and situations, analyze them and apply critical thinking and learning skills related to solve them	Emp
CO5:	Evaluate the role of analytics in SCM in organizations and apply the same to accomplish the organizational objectives	Skill

Suggested Text & Reference Books:

1. Logistics and Supply Chain Management, MacMillan 2003, 1st Edition
2. Christopher, M. Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Services. London, Pitsman,
3. Chopra, S., Meindl, P., & Kalra, D. V. Supply Chain Management –Strategy, Operation. 6th Edition. Pearson.
4. G Raghuram & N Rangaraj, Logistics and Supply Chain Management - Cases and Studies. Millan.
5. Levi, S. D. et al. (2003). Second Edition. Designing and Managing the Supply Chain. Strategies and Case Studies. Tata McGraw-Hill.
6. Christopher, M. (2000). Second Edition. Logistics & Supply Chain Management: Succeeding Through Reducing Cost & Improving Service. Pearson, India.
7. Shapiro, J. F. (2001). Modeling the Supply Chain. Duxbury.
8. Sople, Logistics Management. Pearson, India.
9. Agrawal, D. K. Supply Chain Management-Strategy, Cases & Best Practices. Macmillan.
10. Shah, J. Supply Chain Management- Text and Cases. Pearson, India.

List of Open Source Software/learning website:
<https://nptel.ac.in/courses/110106045>

Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
	Theory Slot				Practical Slot			L	T	P	
	End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
	End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/Assignment	Internal	External					
6 Service Marketing	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

appreciate the differences between services and physical goods and to understand how these differences translate into strategic direction and explore the global perspective of service marketing.

Unit I

Understanding Services Marketing: Introduction, services in the modern economy, classification of services, marketing services vs physical services, services as a system, marketing mix of service. Customer relationship marketing, the nature of service consumption, understanding the customer needs and expectations, strategic response to the intangibility of service performances.

Unit II

Services Market Segmentations: Service quality, understanding customer expectations and zone of tolerance, segmenting, targeting, managing perishability, process of market segmentation, selecting the appropriate customer portfolio, creating and maintaining value relations, customer loyalty. Positioning service in the market, value addition to the service product, planning and branding service products, new service development.

Unit III

Pricing Strategies for Services: Service pricing, establishing monetary pricing objectives, foundations of pricing objectives, pricing and demand, putting service pricing strategies in to practice. Service promotion, the role of marketing communication, implication for communication strategies, setting communication objectives, marketing communication mix, external marketing, word of mouth communication, interactive marketing.

Unit IV

Planning and Managing Service Delivery: Employee's roles in service delivery, customer's roles in service delivery, delivering service through intermediaries and electronic channels, managing demand and capacity. Creating delivery system in price, cyber space and time, the physical evidence of the service space, the role of intermediaries, enhancing value by improving the quality and productivity

Unit V

Marketing Plans for Services: The marketing planning process, strategic context, situation review marketing strategy formulation, resource all occasions and monitory marketing planning and services, Service deficiencies, consumer grievance recovery strategies. Services in e-platforms: Recent Trends in online and e- service platforms, Principal Driving Forces and business strategies of on-line services, Key Decision area and Services Strategies

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Course outcomes focused on employability/entrepreneurship/ skill development		Mapping
COs	After completing the course, a student will be able to:	Skill development
CO1:	Formulate a strategic response to effectively manage the challenges posed by the intangibility of service performances, enhancing customer perceptions.	Skill development
CO2:	Compare and contrast different approaches to positioning services in the market, highlighting value addition and differentiation strategies.	Skill development
CO3:	Relate the role of marketing communication to service promotion, emphasizing its influence on customer engagement and overall success.	Entrepreneurship
CO4:	Develop methods to enhance the quality and productivity of service delivery, positively impacting value perception and customer loyalty.	Entrepreneurship
CO5:	Create strategies to enhance the physical evidence of service spaces, visually reinforcing service quality and improving customer satisfaction.	Entrepreneurship

Suggested Text and Reference Books:

1. Lovelock C, Service Marketing, Pearson Education
2. Venugopal V/ Raghu V N, Services Marketing, Himalaya Publishing House
3. Apte G, Service Marketing, Oxford University Press
4. Jha S M, Service Marketing, Himalaya Publications
5. Kandampully J A, Service Management, Pearson Education
6. K. Rama MohanaRao (2009), Services Marketing, Pearson Education, New Delhi
7. ValeriZeithmal, MaryJoBunter (2009), Services Marketing, Tata McGrawHill, New Delhi.
8. B. Sudhir, JawaharBabu, Subrahmanyam (2010), Services Marketing, Students help Publishing House Private Limited, Hyderabad.
9. Christopher Lovelock (2009), Services Marketing, Pearson Education, New Delhi.
10. Christian Gronrose (2009), Services Management and Marketing, Maxwell Macmillan, New Delhi.
11. Kenneth E. Clow, David L. Kurtz (2009), Services Marketing, Wiley India, New Delhi.

List of Open Source Software/learning website:
https://onlinecourses.nptel.ac.in/noc20_mg12/preview

Arjun *Yash* *Vaish* *Shubh* *M*

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703007	Leadership & Team Effectiveness	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:
To develop students' understanding of effective leadership principles and strategies, and to enhance their ability to build and lead high-performing teams.

Unit I

Introduction to Leadership & Team Management; Leadership Myths, Leadership Development: Action-Observation-Reflection Model, Leadership Attributes; Personality Traits and Leadership; Personality Types and Leadership; Intelligence and Leadership; Emotional Intelligence and Leadership

Unit II

LMX Theory and Normative Decision Model; Situational Leadership Model; Contingency Model and Path Goal Theory; Emotional Approach Charismatic and Transformational Leadership, Power and Leadership, Leadership Behaviour; Leadership Pipeline; Assessing Leadership Behaviors: Multi-rater Feedback Instruments, Destructive Leadership

Unit III

Negotiation and Leadership; Leadership under a crisis situation; The Situation and the Environment; Culture and Leadership; Global Leadership; Motivation and Leadership; Characteristics of Leader, Follower and Situation; Experiential Learning; Action Learning; Development Planning: GAP Analysis; Coaching and Mentoring; Women in Leadership Roles

Unit IV

Introduction to Groups and Teams; Group Dynamics; Team Formation; Delegation and Empowerment; Leading teams: Enhancing teamwork within a group; The leader's role in team-based organizations; Leader actions that foster Teamwork Effectiveness; Offsite training and team development; Understanding Team processes and Team Coaching; Team decision making and conflict management; Virtual teams; Managing Multicultural teams

Unit V

Building Effective Relationship with subordinates and peers; Fostering Followers satisfaction; The Art of Communication; Setting Goals and Providing Constructive Feedback; Enhancing Creativity problem solving skills; Building High-Performance Teams: The Rocket Model; Building Credibility and Trust; Skills for Developing Others; Team Building at the Top; Community Leadership

Course Outcomes focused on employability/entrepreneurship/skill development:

COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Explain how global leadership skills contribute to leadership effectiveness.	Entrepreneurship

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CO2:	Analyze principles and theories of leadership and assess leadership behavior	Employability
CO3:	Evaluate the role of leadership in the development of an institution.	Employability
CO4:	Develop a framework for the students to understand the importance of Leadership and team effectiveness in organizations	Skill Development
CO5:	Build an effective team by analyzing factors influencing teamwork and team leadership.	Employability

Suggested Text and Reference Books:

1. Northouse, P. G. (2021). Leadership: Theory and Practice (9th ed.). Sage Publications.
2. Yukl, G. (2013). Leadership in Organizations (8th ed.). Pearson Education.
3. Lencioni, P. (2002). The Five Dysfunctions of a Team: A Leadership Fable. Jossey-Bass.
4. Goleman, D., Boyatzis, R., & McKee, A. (2013). Primal Leadership: Unleashing the Power of Emotional Intelligence. Harvard Business Review Press.
5. Kouzes, J. M., & Posner, B. Z. (2017). The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations. Jossey-Bass.
6. Collins, J. (2001). Good to Great: Why Some Companies Make the Leap... and Others Don't. HarperBusiness.

Suggested Additional Readings:

1. Duhigg, C. (2016). Smarter Faster Better: The Transformative Power of Real Productivity. Random House.
2. Brown, B. (2018). Dare to Lead: Brave Work. Tough Conversations. Whole Hearts. Random House.
3. Pink, D. H. (2011). Drive: The Surprising Truth About What Motivates Us. Riverhead Books.
4. Sinek, S. (2014). Leaders Eat Last: Why Some Teams Pull Together and Others Don't. Portfolio.
5. Maxwell, J. C. (2018). The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You. HarperCollins Leadership.
6. Cuddy, A. (2016). Presence: Bringing Your Boldest Self to Your Biggest Challenges. Little, Brown and Company.

List of Open Source Software/learning website:

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703008	Product & Brand Management	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

This course will attempt to understand various types of products in the product portfolio of an organization. Developing new products and eliminating exiting products from the portfolio will be examined.

Unit I

Product Management: Product Management: Introduction to Product Management Product Mix concepts, Product Classification, Management of New Product Development Process, Managing Product Life cycle, Product focused organization; Market focused organization, Factors influencing design of the product, Changes affecting product management.

Unit II

Brand Management: Introduction to Brand Management, Brand Management Process, Brand Choice Decisions and Models Brands v/s Products, Benefits of branding; Brand attributes, Significance of branding to consumers & firms, Brand Elements, Product Market Strategies: Product Evaluation Product Positioning: Concept, Product Differentiation, Preference Analysis, Benefit of Segmentation.

Unit III

The Brand Equity concept, Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Brand Building: Brand building blocks and implications, Measuring Brand equity: Brand Value, Elements of Branding, Brand Identity, Brand Communication, Brand Positioning, Brand Image and Personality, Brand Valuation, Brand Tracking and Monitoring

Unit IV

Managing Brand Over Time, Building Brands in Indian Market, launching a New Brand, Revitalizing Brands, Brand Extension Strategies, Brand Portfolio Management, Managing Brands Across Geographical Borders, Brand Values, Brand Knowledge, Brand Values and Brand mantras.

Unit V

Designing & Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, managing brand over time, Reinforcing Brands, Revitalizing Brands, Co-branding, Celebrity endorsement, Digital Branding, Employment Branding, Co-branding, Brand Crisis. Emerging Brand Applications, Managing Brand Experience.

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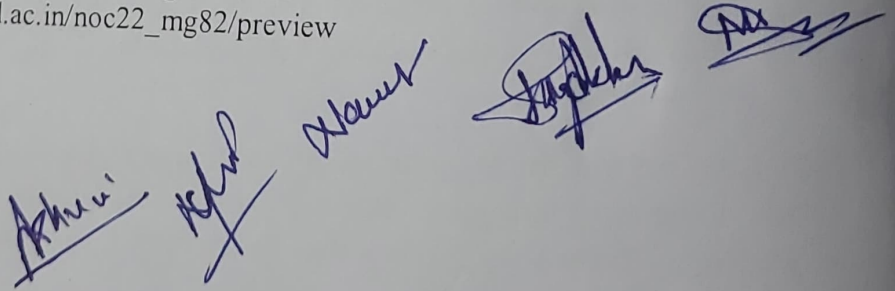
Course outcomes focused on employability/entrepreneurship/ skill development		Mapping
COs	After completing the course, a student will be able to:	Skill develop
CO1:	Derive insights from consumer preferences to modify and improve product attributes, enhancing product positioning and differentiation.	Skill develop
CO2:	Compare and contrast branding and product concepts, justifying the significance of branding for both consumers and firms.	Skill develop
CO3:	Evaluate the effectiveness of different product market strategies, choosing the most suitable approaches for successful brand positioning.	Entrepreneur
CO4:	Judge the effectiveness of various methods to measure brand equity, determining their ability to capture brand value accurately.	Entrepreneur
CO5:	Create brand extension strategies, utilizing co-branding, celebrity endorsement, and digital branding techniques.	Entrepreneur

Suggested Text and Reference Books:

1. Keller, K. L. (2004). Strategic Brand Management: Delhi: Pearson Education.
2. Kotler, P., Keller, K. L., Koshy, A., & Jha, M. (2007). Marketing Management. New Delhi: Pearson Education
3. Sengupta, S. (2006). Brand Positioning.
4. Majumdar, R. (2007). Product Management in India. Delhi: Prentice Hall of India
5. Kazmi, S. H. H. & Batra, S. K (2008). Advertising and Sales Promotion. New Delhi: Excel Books.
6. Strategic Brand Management Book by Kevin Lane Keller
7. B2B brand management Book by Philip Kotler

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
03010	Service Operation Management	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

To understand underlying concepts of service management and developing ability to design service delivery systems to fulfill needs of various customers.

Unit I

Introduction of service operations management, types of services and processes, service matrix, Understanding the nature of services, Aligning service strategy and service competitiveness.

Unit II

New Service Development - Designing of Service delivery Mechanism, Service design, development & automation, Managing human resource in services, Service encounter

Unit III

Service Quality: Concept and Models; Service recovery and Service guarantee, Service facility design and facility location, Demand Management in Services, Capacity Management or Supply Management in Services,

Unit IV

Complaint management, Service Encounter, Productivity and Performance measurement, Service Inventory Management, Service Supply Chain Management, Global trends in services sector.

Unit V

Queuing System: Introduction & characteristics, Application of simulation in service operations management, Vehicle routing and scheduling; Services management in IT/ITES sectors: Call Centre Operations, Web-enabled Services, ERP enabled Services, Tele marketing.

Course outcomes focused on employability/entrepreneurship/ skill development

COs	After completing the course, a student will be able to:	Mapping
CO1:	Map and evaluate service matrix; relate service strategy and competitiveness according to the processes of the service firms	Skill Development
CO2:	Design service delivery mechanism; manage human resource in services	Entrepreneurship
CO3:	Evaluate service quality models; analyse demand management in services; formulate supply management in services	Skill Development
CO4	Examine the service supply chain management, and global trends in service sector	Skill Development
CO5	Application of simulation in service operations management	Skill Development; Employability

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Suggested Text & Reference Books:

1. Richard B. Chase, Operations management, TMH.
2. Robert Johnston, Service Operations Management: Improving Service Delivery, Pearson
3. Kanishka Bedi, Production and operations management, Oxford
4. SN Chary, Production and operations management, TMH.
5. Fitzsimmons, J.A. and Fitzsimmons, M.J. (2014), Service Management: Operations, Strategy, Information Technology, 7th, McGraw-Hill: New Delhi
6. Metters, R., Metters, K.K. and Pullman, M. (2008), Service Operations Management, Cengage Learning: New Delhi.
7. C. Haksever, Render B., Russel S. R. and Murdick R. G. (2007), Service Management and Operations, 2nd Ed. Prentice Hall.

List of Open Source Software/learning website:

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot		Practical Slot					L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703011	Database Management System	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

The course objective of this subject is to describe key concepts, issues, and operational terminology and to understand the relationships of key components behind concepts such as hardware, networks, data storage, operating systems, and software programs.

Unit I

Introduction: Advantage of DBMS approach, various view of data, data independence, schema and sub-schema, primary concepts of data models, Database languages, transaction management, Database administrator and users, data dictionary, overall system architecture.

ER model: basic concepts, design issues, mapping constraint, keys, ER diagram, weak and strong entity sets, specialization and generalization, aggregation, inheritance, design of ER schema, reduction of ER schema to tables.

Unit II

Domains, Relations and Keys: domains, relations, kind of relations, relational database, various types of keys, candidate, primary, alternate and foreign keys.

SQL: basic structure of SQL, set operations, aggregate functions, null values, nested sub queries, derived relations, views, modification of Database, join relations, DDL in SQL.

Unit III

Distributed Database: basic idea, distributed data storage, data replication, data fragmentation- horizontal vertical and mixed fragmentation

Storage structure and file organizations: overview of physical storage media, magnetic disks- performance and optimizations.

Unit IV

Transaction, concurrency and Recovery: basic concepts, ACID properties, Transaction states, implementation of atomicity and durability, concurrent executions, basic idea of serializability, basic idea of concurrency control, basic idea of deadlock, failure classification, storage structure types, stable storage implementation, data access, recovery and atomicity- log based recovery, deferred Database modification, immediate Database modification, checkpoints.

Unit V

Basic idea of RAID, file organizations, organization of records in files, basic concepts of indexing, ordered indices, basic idea of B-tree and B+-tree organization.

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COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Differentiate database systems from file systems by enumerating the features provided by database systems	Skill development
CO2:	Explain the terminology, features, classifications, and characteristics embodied in database systems.	Skill development
CO3:	Design principles for logical design of databases, including the E-R method	Entrepreneurship
CO4:	Evaluate database storage structures and access techniques	Employability
CO5:	Identify the issues of transaction processing and concurrency control.	Skill development
CO6:	Analyze an information storage problem and derive an information model expressed in the form of an entity relation diagram, binary tree, etc.	Employability

Suggested Text and Reference Books:

1. Database System Concepts – A Silberschatz, H.F Korth, Sudersan, MGH Publication.
2. An introduction to Database Systems – C.J Date 6 th ed.
3. Fundamentals of Database systems – Lelmasri & Navathe III ed.
4. An introduction to Database systems – B.C. Desai.

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703012	Labor Laws	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

To learn the laws relating to Industrial Relations, Social Security and Working conditions and understand the laws related to working conditions in different settings

Unit I

Introduction to Labour Legislations and Regulatory Laws: Meaning and classification of Labour legislations in India. History & Development of Labour Legislations in India.

Unit II

Laws relating to working conditions – Factories Act, Shops & Establishment Act, Contract Labor (Abolition & Regulation) Act.

Unit III

Laws relating to Social Security- Employees Provident Fund Act- Employees State Insurance Act-Workmen's Compensation Act-Payment of Gratuity Act-Maternity Benefit Act. Unorganized Workers Social Security Act, 2008..

Unit IV

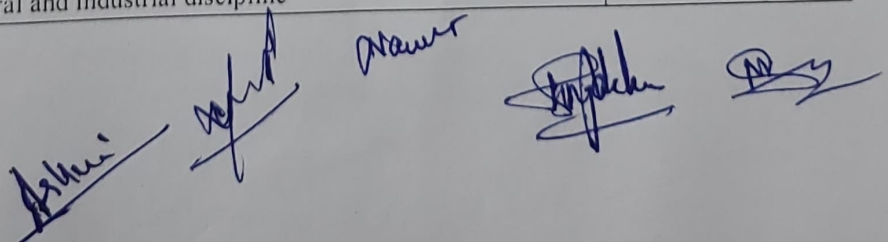
Laws relating to employment, service conditions, Employee Relations- the Industrial Disputes Act-Trade Unions Act- Industrial Employment (Standing Orders) Act.

Unit V

Laws relating to Wages-The Minimum Wages Act- the Payment of Wages Act-Equal Remuneration Act-Payment of Bonus Act.

Course Outcomes focused on employability/entrepreneurship/skill development:

COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Analyse the judicial setup of Labour Laws.	Employability
CO2:	Measure the salient features of welfare and wage Legislations	Skill Development
CO3:	Develop the knowledge of Labour Law in General HRD Practice.	Skill Development
CO4:	Recommend the laws relating to Industrial Relations, Social Security and Working conditions	Entrepreneurship
CO5:	Explain procedural and industrial discipline	Skill Development



Suggested Text & Reference Books:

1. Kumar H.L., (2002). Practical Guide to Contract Labour - Regulation & Abolition Act & Rules.
New Delhi: Universal Law Publishing.
2. Mathur, A.S. (1968). Labour Policy and Industrial Relations in India. Agra: Ram Prasad.
3. Singh, Avtar. (2002). Introduction to Labour & Industrial Law. New Delhi: LexisNexis.

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703013	Sales & Distribution Management	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

To discuss various aspects of the sales function ranging from various sales organization structures to the role of the sales manager in improving sales by hiring, training, motivating and leading the sales force.

Unit I

Introduction: Nature, scope and meaning of sales management, evaluation of sales management, roles, types and skills of sales managers, sales objectives, strategies and tactics, emerging trends sales management, linking sales and distribution management, psychology and selling-buying decisions, sales knowledge and sales related marketing policy's-sales process, transactional and relationship selling.

Unit II

Management of Sales: Concept of sales organization, types of sales organization structures, specialization with in sales organization, sizing and staffing the sales force, training and motivating sales force, compensating and leading sales force, sales force expenses, marketing audit, sales force audit, evaluation of sales organization, evaluating and controlling the performance of sales force.

Unit III

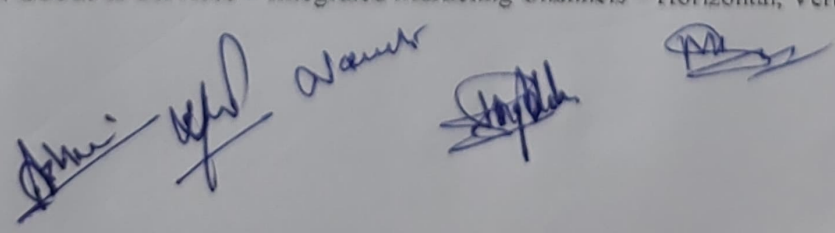
Analyzing Market Demand and Sales Potential: Strategic planning, role of marketing and sales, marketing and personal selling strategies, sales strategy, developing sales forecast, forecasting approaches, sales budget. Preparation of Sales Budget, Sales Quota and Designing Sales Territories. Sales Organization, Designing the Structure and Size of Sales Force, Recruitment and Selection of Sales Force, Motivating, Training and Compensating the Sales Force, Evaluation and Analysis of sales force.

Unit IV

Distribution Channel: Introduction, importance, types, functions, and design of Channels. Overview of Channel Management decisions, Channel conflict and resolution. International channels of Distribution. Major modes of transportation, Multimodal Transport System- Overview, Containerization, Multimodalism in India. Third Party Logistics- Service providers, Risks of Outsourcing and risk management.

Unit V

Distribution Management: Indian distribution system; distribution logistics; distribution costs and control; role and functions of intermediaries; selection and motivation of intermediaries. Participants in physical distribution process, Channel Intermediaries – Wholesaling and Retailing, Channels for Consumer goods, Industrial Goods & Services – Integrated Marketing Channels – Horizontal, Vertical,



and Multi-channel marketing Systems - International Marketing Channels. Marketing Channel Policies and Legal Issues.

Course outcomes focused on employability/entrepreneurship/ skill development

COs	After completing the course, a student will be able to:	Mapping
CO1	Generate comprehensive sales knowledge and marketing policies that enhance customer relationships and drive transactional and relationship selling.	Skill development
CO2	Modify traditional sales approaches to adapt to the changing scope of sales management, considering the roles and skills of modern sales managers.	Skill development
CO3	Compare different methods of sales force compensation, evaluating their impact on motivation and performance within sales organizations.	Skill development
CO4	Judge the adequacy of sales budgets and quotas, comparing their design with market demand, to ensure realistic sales targets.	Entrepreneurship
CO5	Create integrated marketing channel policies, aligning horizontal, vertical, and multi-channel systems with organizational goals.	Entrepreneurship

Suggested Text & Reference Books:

1. Jobber, D. & Lancaster, G. (2008). Selling and Sales Management. New Delhi: Pearson Education.
2. Still, Richard R., Cundiff, E. W. & Govoni, N. (2007). Sales Management – Decision, Strategies and Cases. New Delhi: Pearson Education/Prentice Hall of India.
3. Spiro, R., Stanton, W. and Rich, G. (2003). Management of a Sales Force. New Delhi: McGraw Hill.
4. Kapoor, S. K., & Kansal, P. (2006). Basics of Distribution Management. New Delhi: Prentice Hall of India.
5. Rosenbloom, B. (2008). Marketing Channels: A Management View. New Delhi: Thomson Learning.
6. Dalrymple, D. J., Cron, W. L. & Decarlo, T. (2005). Sales Management. New Delhi: John Wiley & Sons (Asia) Pvt. Ltd.
7. Still Cundiff, Govani: "Sales Management –Decision, Strategies and Cases" Prentice hall 2009.

List of Open Source Software/learning website:

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703014	Investment & Portfolio Management	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

To expose the students to the concepts, tools and techniques applicable in the field of security analysis and portfolio management.

Unit I

Investment – meaning, nature and scope of investment analysis – elements of investment - types of investments, Overview of Capital Market: Market of securities, Stock Exchange and New Issue Markets - their nature, structure, functioning and limitations.

Unit II

Risk & Return: Risk Return concept, Calculation of Risk and Return of single security and Portfolio, systematic and unsystematic risk, multifactor model of risk & return, efficient capital markets, concept of beta, SML and CML valuations.

Unit III

Portfolio Theory: Portfolio Concepts and Evaluation, Portfolio and security returns, diversification, markowitz model, sharpe index model, factor models and arbitrage pricing theory. portfolio investment process, portfolio management strategies, sharpe and treynor measures.

Unit IV

Technical Analysis: Dow Theory, Support and Resistance level, Type of charts & its interpretations, Trend line, Gap Wave Theory, Relative strength analysis, Technical Versus Fundamental analysis.

Nature of Stock Markets: EMH (Efficient Market Hypothesis) and its implications for investment decision. Capital market theorem, CAPM (Capital Asset Pricing Model) and Arbitrage Pricing Theory. Case Studies.

Unit V

Bond Market: Bonds - Fundamentals of bond, valuation; Interest rates, spot rate, forward rate and yield curve Bonds - Term structure of interest rates Bond.

Course outcomes focused on employability/entrepreneurship/ skill development

COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Explain the characteristics of various investment alternatives available to investors.	Skill development
CO2:	Measure the Risk and Return of Single security.	Skill development

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CO3:	Create portfolio strategies for active portfolio	Employability
CO4:	Analyze performance of the secondary capital market by using technical and fundamental analysis.	Employability
CO5:	Evaluate bond yield in different market segments.	Entrepreneurship

Suggested Text & Reference Books:

1. Sidney Cottle, Roger F. Murray, Frank E. Block, Graham and Dodd: Security Analysis, Tata McGraw-Hill, New Delhi.
2. Reilly, Investment Analysis and portfolio management, 2009 edition, Cengage Learning
3. Bodie, Kane and Marcus, Investments, 9th edition, TMH.
4. Prasanna Chandra, Investment Analysis & Portfolio Management, 6th Edition, TMH
5. Bodie, Kane, Marcus & Mohanti - Investment and Indian Perspective (TMH)
6. William F. Sharpe, Gordon J. Alexander and Jeffery V. Bailey: Investments, (Prentice Hall).
7. Abhishek Kumar, Index Investing, 2020, SAGE Publishing
8. Donald E. Fischer and Ronald J. Jordan: Security Analysis and Portfolio Management, (Pearson Education,)

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Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot			Practical Slot				L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703015	Management of Inventory Systems	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

This course will help students in efficient and economical handling of materials and storage lowers the acquisition and possession cost resulting in the reduction in the real cost.

Unit I

Introduction to Inventory and Materials Management: Concepts and Issues, Types of inventory, Inventory costs and their measurement, Structure of inventory models, Importance and areas of materials management. Inventory Problems and Selective Inventory Management: Classification of inventory problems, Importance-based classification of inventory, selective inventory management techniques and their use, Numerical problems.

Unit II

Static Inventory Problems under Risk: General characteristics, Opportunity cost matrix and cost structure, Mathematical formulations (discrete and continuous cases), Imputation of costs, Numerical problems. Static Inventory Problems under Uncertainty: General characteristics, Decision criteria for uncertainty and inventory problems, Distribution-free analysis (Tchebycheff and other inequalities), Comparison of analyses with full and partial information, Numerical problems.

Unit III

Dynamic Inventory Problems under Certainty: General characteristics, Fixed Order Size System (EOQ and its variants), Economic Production Quantity (EPQ), Fixed order interval system, Inventory problem formulation and solution under constraints, Numerical problems. Dynamic Inventory Problems under Risk: General characteristics, Types of inventory control systems with known stock-out costs and service levels, Approximate and exact methods for safety stock determination, Numerical problems.

Unit IV

MRP, MRP-II and DRP: Concepts and Issues of MRP, Design of MRP system and its variants (MRP-II and DRP), Numerical problems. JIT-based Approaches for Materials Management: Concepts and Issues, Relationship with Lean Engineering practices, Design of JIT-based inventory management systems, Numerical problems. Basics of Purchasing Management: Fundamentals and importance of industrial purchasing, Types of purchasing, Related techniques (non-quantitative and quantitative) in purchasing, Measurement and evaluation of performance of suppliers and purchasing systems, Numerical problems.

Unit V

Theory of Constraints and Materials Management: Concept and Issues, Bottleneck and non-bottleneck resources, Process and transfer batches, Capacity constraint resources, D-B-R scheduling and VAT

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plants, Effect on materials management, Numerical problems. Value Engineering/Analysis and Stores Management: Objectives and issues of Value Engineering/Analysis (VE/VA), Steps in VE/VA, Effects on purchasing and materials management, Basics of and approaches for stores management, Numerical problems. Logistics and Supply Chain Management: Trends and issues, Push versus Pull distribution system, Basic Issues in Design for Logistics, SCM, and Greening SC, Inventory system development, Numerical problems.

Course outcomes focused on employability/entrepreneurship/ skill development:

COs	After completing the course, a student will be able to	Mapping
CO1:	Understand the role of inventory management and investigate the associated numerical problems	Skill development
CO2:	Analyze various tools and techniques of inventory control. Illustrate various accounting practices related to inventory.	Skill development
CO3:	Investigate dynamic inventory problems, EOQ model concept	Employability
CO4:	Analyze the aspects of materials handling and learn how to keep the balance between priority and capacity. Test JIT and EOQ model concept in inventory management system	Employability
CO5:	Evaluate the requirements for maintaining an optimum level of inventory of materials; inventory system development. Develop different models of determining best order size in deterministic as well as probabilistic situations..	Skill development

Suggested Text & Reference Books:

1. Starr, M K and Miller, D W, Inventory Control: Theory and Practice, Prentice Hall.
2. Tersine, R J, Principles of Inventory and Materials Management, PTR Prentice Hall.
3. Silver, E A, Pyke, D F and Peterson, R, Inventory Management and Production Planning and Scheduling, John Wiley.
4. Krishnan Dr. Gopal - Material Management, (Pearson, New Delhi, 5th Ed.)
5. Dutta, A.K. Integrated Materials Management, New Delhi, PHI.
6. Sople, V. V. Logistics Management. New Delhi: Pearson Education P. Ltd.
7. Raghuram G. (I.I.M.A.) - Logistics and Supply Chain Management (Macmillan, 1st Ed.).
8. Gopalakrishanan P and Sundershan M. Handbook of Materials Management. New Delhi, Prentice Hall, of India.
9. Dabler, D.W. etc. Purchasing and Materials Management. New York, McGraw Hill.

List of Open Source Software/learning website:

<https://archive.nptel.ac.in/courses/110/105/110105095/>

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MADHAV INSTITUTE OF TECHNOLOGY & SCIENCE, GWALIOR (A Govt. Aided UGC Autonomous & NAAC Accredited Institute Affiliated to R.G.P.V., Bhopal, MP)

Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot				Practical Slot			L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703016	E-Business	50	10	20	20	-	-	100	3	-	0	3

Course Objectives:

To equip individuals with the knowledge and skills to thrive in the digital era by understanding the fundamental principles, strategies, and best practices of e-business, enabling them to harness the potential of digital technologies for entrepreneurial success and sustainable growth.

Unit I

In this unit, we lay the foundation by introducing the concept of e-business and its significance in the modern business landscape. We explore the evolution of e-business, its advantages, challenges, and opportunities. Topics covered include the digital transformation, e-business models, and the impact of technology on business processes.

Unit II

This unit delves into the fundamental principles of e-commerce, focusing on the various models, platforms, and strategies for online buying and selling. We examine e-commerce infrastructure, payment systems, security measures, and consumer behavior in the digital marketplace. Additionally, we discuss emerging trends in e-commerce, such as mobile commerce and social commerce.

Unit III

In this unit, we explore the dynamic field of digital marketing and advertising. We delve into strategies for reaching and engaging target audiences through various online channels, including search engine optimization (SEO), social media marketing, content marketing, and email marketing. We also examine the role of data analytics in optimizing marketing campaigns and measuring their effectiveness.

Unit IV

A well-designed and user-friendly website is crucial for e-business success. In this unit, we delve into the principles of website design and user experience (UX). We discuss the importance of intuitive navigation, responsive design, visual aesthetics, and usability testing. We also explore the role of persuasive design techniques in enhancing conversions and driving customer engagement.

Unit V

Data is the lifeblood of e-business. In this unit, we explore the power of data analytics and business intelligence in driving informed decision making and gaining a competitive edge. We delve into data collection, storage, analysis, and visualization techniques. Topics covered include predictive analytics, customer segmentation, data-driven decision making, and the ethical considerations surrounding data usage.

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Course Outcomes focused on employability/entrepreneurship/skill development:

COs	After successful completion of this course, students would be able to:	Mapping
CO1:	Explain the key concepts and principles of e-business.	Entrepreneurship
CO2:	Measure the role of e-commerce infrastructure in facilitating online transactions.	Employability
CO3:	Design e-commerce strategies and best practices to real-world business scenarios.	Employability
CO4:	Analyze consumer behavior in the digital marketplace and its implications for e-business.	Skill Development
CO5:	Evaluate the effectiveness of digital marketing campaigns using relevant metrics and analytics.	Employability

References:

1. Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing: Strategy, implementation and practice. Pearson.
2. Laudon, K. C., & Traver, C. G. (2019). E-commerce: Business, technology, society. Pearson.
3. O'Brien, J. A., & Marakas, G. M. (2018). Management information systems. McGraw-Hill Education.
4. Turban, E., Outland, J., King, D., Lee, J., & Liang, T.-P. (2018). Electronic commerce: A managerial and social networks perspective. Springer.

Suggested Additional Readings:

4. Lee, I., & Lee, K. (2019). The internet of things (IoT): Applications, investments, and challenges for enterprises. Business Horizons, 62(1), 105-114.
5. Rayport, J. F., & Jaworski, B. J. (2004). Best face forward: Why companies must improve their service interfaces with customers. California Management Review, 47(3), 35-58.
6. Rogers, M. (2016). The digital transformation playbook: Rethink your business for the digital age. Columbia University Press.
7. Strauss, J., & Frost, R. D. (2020). E-marketing. Routledge.
8. Wang, H. J., & Sun, S. Y. (2010). The influence of online store design on consumer's emotional responses: An experimental study of utilitarian and hedonic online shopping. International Journal of Electronic Business Management, 8(4), 272-281.

List of Open Source Software/learning website:

https://onlinecourses.nptel.ac.in/noc19_mg54/preview

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COURSE OUTLINE OF MANDATORY AUDIT COURSE (MAC)

Subject Code	Subject Name	Maximum Marks Allotted						Total Marks	Contact Hours per week			Total Credits
		Theory Slot			Practical Slot				L	T	P	
		End Term Evaluation		Continuous Evaluation		Continuous Evaluation						
		End Sem Assessment	Personality Overview	Mid Sem. Exam	Quiz/ Assignment	Internal	External					
703018	Entrepreneurship and Innovation (MAC)*	50	10	20	20	-	-	100	1	1	0	2

*MAC: Mandatory Audit Course will be compulsory to pass which will be a mandate to award the final degree. On the basis of continuous assessment and on recommendation of the Department with final grades/marks, the Examination cell will issue a certificate for this course.

Course Objectives:

This course aims to provide students with an understanding of the nature of enterprise and entrepreneurship and introduces the role of the entrepreneur, innovation and technology in the entrepreneurial process. The course content is relevant to those individuals thinking about starting a business, those who are interested in commercialising their own innovations or of others, and those who advise entrepreneurs or engage in policy making in the entrepreneurship area.

Unit I

Concept of Entrepreneurship, Traits of Entrepreneur, Distinction between Entrepreneur and Managers, Difference between Inventors and Entrepreneurs, Entrepreneurship- Mindset, Big companies v/s start-ups, Inspiration from Role Models and Social support; Misconceptions and Myths of Entrepreneurs, Business Model.

Entrepreneurship Development in Emerging Markets: Types of Start-ups, Intrapreneurship, Small & Medium Business Enterprises, International entrepreneurship, Mistakes start up makes Leader v/s Manager, why do ventures require Dynamic leaders, Principle centred Leaders, Entrepreneurial leadership, Components of Entrepreneurial Leadership

Unit II

Introduction, Creativity & Entrepreneurship, Characteristics of Creative People, Blocks to creativity, Creativity at work- A must for survival, Sources of new ideas, Techniques for generating ideas

Introduction, Opportunity definition, Opportunity recognition, Opportunity Process, Sources of Opportunity Indian Economy- Opportunity, Steps involved in Assessing Business Potential of an Idea, Steps involved in Tapping opportunity.

Intellectual Property rights, IPR and their Importance, Importance of IP for start-up? What is Patent? International Patents Trademarks, Copy rights.

Unit III

Entrepreneurial Opportunities and Business Plan, When, Business Plan Drivers, Perspectives to be considered in Business Plan Preparation, Basics of Business Plan, Pitching a business Plan, Reasons of failure of Business plans.

Small Scale Industry: Characteristics of SSI, Role of SSI in Economic Development, Advantages of Small-Scale Industries, Government Support to SSI during Five Year Plan, Impact of Globalization and Liberalization on SSI, Impact of WTO/GATT on SSI, Ancillary, Tiny and Service Industries

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