RAMAIAH UNIVERSITY OF APPLIED SCIENCES

Programme Specifications

M.B.A. (Banking and Financial Services) Degree Programme

Programme Code: 101

Faculty of Management and Commerce

M.S. Ramaiah University of Applied Sciences Bengaluru - 560054

Batch 2022-2023 Onwards

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M.S. Ramaiah University of Applied Sciences
Bangalore - 560 054

University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) focuses on student-centric professional education and motivates its staff as well as students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

To be an institute of excellence imparting Management Education for various Stakeholders to be Co-creators, Leaders and Entrepreneurs for Societal and Global Prosperity

Mission

M1. To inculcate life-long learning attribute through contemporary Pedagogical Techniques and Assessment

M2. To cultivate critical thinking capabilities and promote multidisciplinary research for contextual problem solving through a scientific approach

M3. To instill innovative Business Practices and Entrepreneurial Intentions for Sustainable Growth and Outreach

M4. To develop Leaders with a holistic mindset sensible to humanity and Society

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences
5. To instill the spirit of entrepreneurship in our youth ~~to~~ and help to create ~~more~~ career opportunities in the society by incubating and nurturing technology product ideas, and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with Universities, Industries, Businesses, Research Establishments, NGOs, International Organizations, Governmental Organizations in India and Abroad to enrich the experiences of faculties and students through research and developmental programmes
8.

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Programme Specifications: M.B.A. (Banking and Financial Services)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	101
Programme Name	M.B.A. (Banking and Financial Services)
Dean (I/C) of the faculty	Dr. K.M. Sharath Kumar
Head of the Department	Dr. K.M. Sharath Kumar

1. **Title of the Award: M.B.A. (Banking and Financial Services)**
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** October 2023
7. **Date of Programme Approval by the Academic Council of MSRUAS:** November 2023
8. **Next Review Date:** September 2025
9. **Programme Approving Regulating Body and Date of Approval:** All India Council for Technical Education, New Delhi, 24-May-2023
10. **Programme Accredited Body and Date of Accreditation:** Not Applicable
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** Not Applicable
14. **Rationale for the Programme**

    Banking and Financial Services focuses on the basic concepts of banking and financial services industry and its application on global banking environment. This course is designed to provide students with an understanding of the operations in the banking and financial services sector. Banking and Financial Services deals with an ideal mix of subject knowledge, analytical skills and a thorough understanding of the real-world banking business. The primary objective of Banking and Financial Services is to offer hands-on, practically oriented education in the area of banking and financial services which will prepare students for the necessities of this sector. Financial inclusion drive from RBI has expanded the target market to semi-urban and rural areas by increasing Credit and investment penetration. In this program, students will be equipped with the fundamental theoretical concepts necessary to understand banking and financial services.

    Students will be furnished with the analytical and practical knowledge about corporate banking. The Faculty of Management and Commerce of M.S. Ramaiah University of Applied Sciences offers the M.B.A. in Banking and Financial services with an emphasis on qualitative approach, standards and practices to deal with practical issues in banking and financial sectors. M.B.A. in Banking and Financial services Programme is structured to produce Post Graduates in Management with specialized skills and applied competence in theoretical and practical knowledge of standard practices in banking and financial institutions.

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Programme Mission

This programme aims to develop management professionals with specialized skills and applied competencies in theoretical and practical knowledge of Banking and Financial services catering to the contemporary needs of industry and academia by providing student-centric learning ambience backed with critical thinking and problem solving capabilities.

15. Graduate Attributes (GAs)

GA-1. Knowledge of Business Management: Demonstrate deep understanding of conceptual knowledge in their chosen specialisation

GA-2. Ethics and Social Responsibility: Demonstrate ethical and socially responsible behaviour in Business decisions

GA-3. Relevant Technological Literacy: Ability to leverage appropriate technology for business decisions

GA-4. Problem Solving and Decision Making: Utilise critical and innovative thinking to identify and solve business problems

GA-5. Entrepreneurial Awareness: Acquire relevant knowledge to establish entrepreneurial ventures

GA-6. Global Citizenship: Exhibit team work and effective communication to adapt to cross-functional and multicultural work environments

GA-7. Research and Lifelong Learning: Ability to conduct business research and solve problems in a dynamic business environment

GA-8. Leadership: Exhibit initiative, intrapreneurial skills and lead teams effectively

16. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

17. Programme Goal

The programme goal is to produce postgraduates who will be able to apply management tools and techniques to optimally use scarce resources and emphasize on holistic decision-making with empathy to improve transparency as well as mitigate risks for a business process.

18. Program Educational Objectives (PEOs)

PEO-1. Practice contemporary global management principles in a wide range of business and real-world paradigm

PEO-2. Conduct applied research for addressing relevant business and societal concerns through an evidence based approach

PEO-3. Excel as aspiring Intrapreneurs and Entrepreneurs for Societal Well-being

PEO-4. Bestow Human Values with a rational mind-set for contingent business solutions

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19. Programme Structure:

Semester 1							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAC501A	Managerial Skills and Business Communication	03	00	02	04	100
2	BAC502A	Human Resource Management	03	02	00	04	100
3	BAC 503A	Managerial Economics	03	00	02	04	100
4	BAC504A	Managerial Accounts	03	02	02	04	100
5	BAC505A	Marketing Management and Marketing Research	03	00	02	04	100
6	BAC506A	Operations Management	03	00	02	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Semester 2							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAC507A	Strategic Management, CSR and Sustainability	03	02	00	04	100
2	BAC508A	Business Mathematics, Statistics and Analytics	03	00	02	04	100
3	BAC509A	Management Information Systems	03	00	02	04	100
4	BAC510A	Business Law and Corporate Governance	03	00	02	04	100
5	BAC511A	Corporate Finance	03	00	02	04	100
6	BAC512A	Innovation and Entrepreneurship	03	02	00	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Between Semester 2 and Semester 3

Industry Internship					
Sl. No.	Code	Course Title	Practical (H/W/S)	Total Credits	Max. Marks
1	BAI513A	Industry Internship	16	08	100
Total Number of Contact Hours Per Week in Industry			**16**		

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Semester 3							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAE501A (Major-1)	Managing banks and Treasury Management	03	00	02	04	100
2	BAE502A (Major-2)	Investment banking and financial services	03	00	02	04	100
3	BAE503A (Major-3)	Corporate Banking and Derivatives	03	02	00	04	100
4	BAE504A (Major-4)	Startup and Trade Finance	03	00	02	04	100
5	(Minor-1)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization)	03	00	02	04	100
6	(Minor-2)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization)	03	00	02	04	100
		Total	**18**	**02**	**10**	**24**	**600**
Total Number of Contact Hours per week			**30**				

Between Semester 3 and Semester 4

Group Project					
Sl. No.	Code	Course Title	Practical (H/W/S)	Total Credits	Max. Marks
1	BAP601A	Group Project	16	08	100
Total Number of Contact Hours Per Week in Industry			**16**		

Semester 4							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAP602A	MBA Dissertation and Publication	0	0	28	14	100
		Total				**14**	**100**
Total Number of Contact Hours Per Week in Industry			**28**				

Note:

1. The Vacations and other activities shall be as per the Timetable and Academic Calendar for the corresponding batch
2. Students will undergo Summer Internship between 2nd and 3rd Semesters
3. Summer Internship will be evaluated in the 3rd Semester
4. Group Project will be initiated at the end of Semester 3 and evaluated before Semester 4
5. Research Methodology will be taught as a Value-Added Course
6. Minimum 20 Students are required to deliver Major Specialization

20. Course Delivery: As per the Timetable

21. Teaching and Learning Methods

1. Face to Face Lectures using Audio-Visuals
2. Workshops, Group Discussions, Debates, Presentations
3. Cases, Case study, Case lets
4. Demonstrations

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5. Guest Lectures
6. Laboratory work/Field work
7. Industry Visit
8. Seminars/ Conferences
9. Group Exercises
10. Project Exhibitions
11. Management Festivals

22. Assessment and Grading

22.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-End Examination (SEE): This component represents the summative assessment carried out in the form of an examination conducted at the end of the semester.

Marks obtained in CE and SEE components have equal weightage (CE: 50% and SEE: 50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

22.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

Theory Course	
Mid-Term Exam (SC1)	Assignment/Presentation and Class Participation (SC2)
25 Marks	25 Marks

There shall be two sub - components of CE (SC1 and SC2). Each sub-component is evaluated individually for 25 marks. Apart from Mid-Term 25 Marks, the other components of CE can be of any of the following types:

a) Online Test
b) Assignments/Problem Solving
c) Presentation
d) Field Assignment
e) Open Book Test
f) Portfolio
g) Reports
h) Case Study
i) Group Task
j) Quiz
k) Any other

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After the two subcomponents are evaluated, the CE component marks are determined as:

CE Component Marks = SC1 + SC2 (Scaled Down to 25 Marks Each)

An additional sub-component may be used at the discretion of the Faculty/Department. The Department can conduct the 3rd subcomponent SC3, if this subcomponent provides benefit to students. If the Department/Faculty conducts the SC3 subcomponent of evaluation, and the score obtained by the student in SC3 is greater than the lowest score of the previous two subcomponents SC1 and SC2, then it replaces the lower of the two scores.

23. Student Support for Learning

1. Course Notes
2. Reference Books in the Library
3. Magazines and Journals
4. Internet Facility
5. Computing Facility
6. Laboratory Facility
7. Staff Support
8. Lounges for Discussions
9. Any other support that enhances their learning

24. Quality Control Measures

1. Review of Course Notes
2. Review of Question Papers and Assignment Questions
3. Student Feedback
4. Moderation of Assessed Work
5. Opportunities for Students to see their Assessed Work
6. Review by External Examiners and their Reports
7. Staff Student Consultative Committee Meetings
8. Student Exit Feedback
9. Board of Examination

25. Programme Map (PO Map)

Sem.	Course Title	PO-1	PO-2	PO-3	PO-4	PO-5
1	Managerial Skills and Business Communication	3	1		3	3
1	Human Resource Management	1	2	2		3
1	Managerial Economics	2	3		3	3
1	Managerial Accounts	3			3	3
1	Marketing Management and Marketing Research	3	3	3	2	3
1	Operations Management	3	1	1	3	3
2	Strategic Management, CSR and Sustainability	1			3	2
2	Business Mathematics, Statistics & Analytics	3	1	1	3	3
2	Management Information Systems	1	2		3	3
2	Business Law and Corporate Governance	2	3	2	1	1
2	Corporate Finance		1	3	2	1
2	Innovation and Entrepreneurship	3	2	2	2	2

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B/W 3&4	Industry Internship	2				3
3	Managing Banks and Treasury Management	2		2	3	2
3	Corporate banking and Derivatives	3	2	2	3	3
3	Investment banking and Financial Services	3		2	3	3
3	Startup and Trade Finance	3	1	2	2	3
B/W 3&4	Group Project	2		1	2	2
4	MBA Dissertation and Publication	3	2		2	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

26. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

27. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. The Students are involved in planning and organizing the activities.

28. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.

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Course Specifications: Managerial Skills and Business Communication

Course Title	Managerial Skills and Business Communication
Course Code	BAC501A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce to students, the fundamentals of Management Concepts and Managerial Skills. The course is intended to introduce the various functions of management, levels of management and skills associated with various levels of management. Students will also gain an appreciation of the roles of a Manager and Leader.

This course aims at equipping students with the essentials of business communication. Business Communication is essential since it is the important process through which managers and organizations in their entirety accomplish the set objectives culminating in the success.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	60
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply Fundamental Management Principles for Effective Decision-Making
CO-2. Analyze and Managerial Skills and their Organizational Impact
CO-3. Evaluate Proficient Business Communication Strategies
CO-4. Develop Persuasive Oral and Written Communication for Leadership Impact

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5. Course Contents

Unit 1 (Introduction): Concept of Fundamentals of Management, Evolution of Management Thought, Scope, Functions Principles of Scientific Management and Principles of Modern Management

Unit 2 (Functions of Management): Planning, Organizing, Staffing, Leading, Controlling and Leadership and Motivation theories

Unit 3 (Managerial Skills): Various skills required for management and leadership, Conceptual skills, Technical skills, Human skills, Leadership skills, Communication skills and associated skills

Unit 4 (Nature of Business Communication): Introduction, Types of Business Communication, Communication Network in Organizations; Importance of Listening in the Workplace: Introduction, Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context

Unit 5 (Reading Skills): Introduction, Types of reading, SQ3R (Survey, Question, Read, Retrieve, and Review) Technique of Reading

Unit 6 (Written Business Communication): Introduction, General Principles of Writing, Principles of Business Writing, Internal Business Communication: Writing Memos, Circulars and Notices, Communicating through Email, Communication with Stakeholders

Unit 7 (Internal and External Business -Communication): Writing Business Reports: Introduction, Types of Business Reports, Format for Business Reports, Steps in Report Preparation; Proposals

Unit 8 (Presentation Skills): Public speaking including Message development, content, projection, inflection and delivery

Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2			2
	CO-2	2	3			3
	CO-3	2		2	3	
	CO-4		2	3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		0
1. Solving Numerical Problems	00	

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Practical Work		10
1. Course Laboratory – MS OFFICE	05	
2. Computer Laboratory	00	
3. Workshop	05	
Others		20
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

a. Essential Reading

1. Course notes
2. Harold K & and Heinz. W, (2015) Essentials of Management, 6th edition, Tata McGraw-Hill, New Delhi
3. Krishnamacharyulu CSG, (2016) Business Communication, Himalaya Publishing House

b. Recommended Reading

1. Prasad, L. M. (2015). Principles and Practice of Management. 9th edition, S Chand and sons
2. V. Lesikar, John D. Pettit, Jr., Marie E. Flatley. (1999), Basic Business Communication, 8th Edition, Tata McGraw Hill

c. Magazines, Periodicals and Journals

1. Economic Times, Business Standard, Hindu Business Line
2. Business Today
3. Business India
4. Business World: ABP Group - Fortnightly business magazine
5. Prabandhan: Indian Journal of Management: Informatics Publishing Limited – Monthly issue
6. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited – Quarterly issue

d. Websites

WWW.NPTEL.AC.IN

WWW.SWAYAM.GOV.IN/NC_DETAILS/NPTEL

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Course Specifications: Human Resource Management

Course Title	**Human Resource Management**
Course Code	BAC502A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Human Resource Management and its role within the modern organisation. Students are introduced to the concepts of Personality, Attitude, Perception and Behavior in Organisations. In addition, students are taught to analyse the concepts of recruitment, training and performance management. Students are also exposed to basic concepts of organisational design and organisational life cycle. Further, students will gain hands-on experience in HR Processes.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	60
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Applying the concepts of Human Resource Management in an organization
CO-2. Analyzing the contribution of Organisation Behaviour in managing human resources of an organisation
CO-3. Evaluating the approaches to human resource strategies in terms of recruitment, training & development, and performance management
CO-4. Propose the principles of Industrial Relations and Conflict Management using advanced strategies

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5. Course Contents

Unit 1 Human Resource Management (HRM) Overview and Human Resource Planning: Concepts and Evolution of HRM, Difference between HRM and Personnel Management, HRM Objectives, HRM Functions, Role of the HR Practitioner, Strategic HRM and its Importance, Organisation of HR Department and Best HR Practices. Objectives of HR Planning, Planning Process, Benefits, Job Analysis, Job Description and Job Specification, Job Design and its Significance

Unit 2 Introduction to Organisational Behaviour, Culture, Structure and Design (OB): OB Model and Goals of OB, Foundations of Individual Behavior - Individual differences, Ability, Perception, Aptitude, Attitude, Learning, Personality, Foundations of Group Behavior - Group Properties, Group Development and Johari Window, Emotional Intelligence, Role of Organisations in Society, Organisation Structure and its Elements, Organisational Design and its Importance, Organisational Culture and its Types.

Unit 3 Recruitment, Training & Development: Recruitment and Selection, Recruitment Planning Process, Selection - Significance and Methods, Psychometric Tests for Hiring, using Social Media for Hiring, Induction, Training and Development, Career Management, HR Audit, Separations, Promotions, Transfers.

Unit 4 Performance and Compensation Management: Introduction, Objectives of Performance Management, Cycle of Performance Management, Performance Appraisal System, Methods of Appraisal - Traditional and Contemporary, Reward Management - Grade and Pay Structures, Rewarding Special Groups, Employee Compensation and Benefits.

Unit 5 Industrial Relations and Conflict Management: Industrial Relations, Objectives, Employee Relations Process and Approaches - Employee Voice and Grievances, Causes and Effects of Grievances, Grievance Handling Procedure, Employee Health and Safety and Factories Act, Conflict Management, Conflict Resolution Process.

Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3	2	2	2	2
CO-2	3	3	3	2	2
CO-3	3	3	2	3	3
CO-4	3	3	2	3	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00

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1. Solving Numerical Problems	00	
Practical Work		07
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Role Plays	07	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		18
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Human Resource Management). The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Case-study Presentations
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Group Discussions
15.	Leadership Skills	Group Discussions

9. Course Resources

e. Essential Reading

1. Course Notes
2. Dessler, G., 2017. *Human Resource Management*. 15th ed. Upper Saddle River (N.J.): Prentice Hall.
3. Robbins, S. and Judge, T., 2018. *Organizational Behavior*. 18th ed. New Delhi: Pearson.

f. Recommended Reading

1. Armstrong, M. and Taylor, S., 2020. *Armstrong's Handbook of Human Resource Management Practice*. 15th ed. New York: Kogan Page.
2. Monappa, Arun. (2017) *Industrial Relations,* 2nd ed. McGraw Hill Education, New Delhi

g. Magazines and Journals

1. HBR Magazine
2. International Journal of Organizational Analysis, Emerald Group Publishing Ltd
3. Participation and Empowerment: An International Journal, MCB UP Ltd
4. Development and Learning in Organizations, Emerald Group Publishing
5. Elsevier and springer and people matter

h. Websites

1. Management Library. 2022. *Management Library*. [online] Available at: <https://managementhelp.org/> [Accessed 10 July 2022].
2. SHRM. 2022. *SHRM - The Voice of All Things Work*. [online] Available at: <http://www.shrm.org/> [Accessed 10 July 2022].
3. Valamis. 2022. *What Is Talent Management? Model, Strategy, Process*. [online] Available at: <https://www.valamis.com/hub/talent-management> [Accessed 10 July 2022].

i. Other Electronic Resources

NA

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Course Specifications: Managerial Economics

Course Title	Managerial Economics
Course Code	BAC503A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with economics for managerial decision making. Students will be introduced to concepts such as scarcity and efficiency, problems of economic society, demand and supply analysis and elasticity. Further, concepts related to consumer behavior, producer behavior, and cost analysis as well inclusion of advanced topics in economic analysis are highlighted. Students will also be familiarized with Gross Domestic Product (GDP), national income and analyze the implications of changes in fiscal and monetary policies.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the concepts of microeconomics, macroeconomics and consumer behavior
CO-2. Analyze with the help of forecasting techniques to address demand-supply concerns
CO-3. Evaluate economic logic for managerial decision making
CO-4. Discuss implications of changes in Government fiscal and monetary policies

5. Course Contents

Unit 1 (Introduction to Managerial Economics): Economic Systems, Principles of Managerial Economics, Integration with Other Managerial Decision-Making Process, Tools and Analysis of Optimization, Role of Government, Private, Competition Vs. Cooperation.

Unit 2 (Demand-Supply Analysis and Consumer Behaviour): Definitions, Determinants, Laws and Curves of Demand and Supply, Demand Forecasting, Qualitative and Quantitative Interpretation of Demand, Law of Diminishing Marginal Utility, Consumer and Producer Surplus, Analysis of Consumer Behavior, Individual Consumer Decisions, Analysis of Consumer Decisions in Terms of their Underlying Preferences Consumer Preferences, Use of Utility Function to Make Predictions about Consumer Preferences.

Unit 3 (Analysis of Production, Costs and Revenues): Cost of Factors Involved in Production, Variable and Fixed Cost, Average and Marginal Cost, Real and Opportunity Cost, Economies of Scale, Law of Returns: Constant, Decreasing and Increasing Returns.

Unit 4 (Market Structures and Decision Making): Market Types, Perfect Competition, Price Determination and Equilibrium, Monopoly - Features, Equilibrium Condition, Price Discrimination, Monopolistic Competition – Features, Oligopoly - Cartels, Pricing Strategy, Sustainability Business Model.

Unit 5 (Fiscal and Monetary Policies): Gross Domestic Product, Consumer Price Index, Inflation Measurement and Adjustment, Standard of Living, Physical and Human Capital, Factors Affecting Productivity, The Business Cycle, Fiscal Policy Tools, Automatic Stabilizers, Contractionary and Expansionary Gaps, Inflows, Outflows and Restrictions Exchange Rates, Currency Appreciation and Depreciation, Trade Deficits and Surpluses.

Unit 6 The Keynesian System and Post Keynesian Macroeconomics: The Problem of Unemployment, The Simple Keynesian Model, Equilibrium Output, Components of Aggregate Demand, Equilibrium Income, Role of Fiscal Policy and Multiplier, Exports and Imports in the Simple Keynesian Model; Interest Rates And Aggregate Demand; Keynesian Theory Of The Interest Rate; Money Supply and Money Demand in Keynesian Framework, New Classical Position: Keynesian Counter Critique, Rational Expectations Hypothesis, Business Cycle Theories, Multiplier –Accelerator Intersection Model, Business Cycle Theory, Political Business Cycle Model, New Keynesian Economics: Menu Cost Theory, Efficient-Wage Theory, Insider-Outsider Model and Hysteresis, Analysis of Case Studies.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	**PO-2**	**PO-3**	**PO-4**	**PO-5**
Course Outcomes	**CO-1**	2	2	1		2
	CO-2	2	3		3	3
	CO-3	3	2	1.	3	3
	CO-4	2	3	2	2	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		

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Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		15
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	00	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

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9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Class room discussions, case study
6.	Practical Skills	Group activity, field study
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Group discussion

10. Course Resources

j. Essential Reading

1. Course notes
2. Paul A.S. and William N.D. (2010) *Economics*, 19th edition, McGraw Hill
3. Froyen, R. T. (2015) *Macroeconomics: Theory and Policies*, 10th edition, Pearson

k. Recommended Reading

1. Perloff, J. M. (2019) *Microeconomics*, 7th edition, Pearson
2. Varshney, R.L. and Maheshwari, K. L. (2014) *Managerial Economics*, 22nd revised edition, Sultan Chand & Sons
3. Paul, J. (2018) *Business Environment*, 4th edition, McGraw Hill education

l. Magazines and Journals

1. Economic and Political Weekly
2. Chartered Secretary
3. Chartered Accounts Today
4. Industrial Economist
5. Quarterly Journal of Economics, Oxford University Press
6. Review of Economics and Statistics, MIT Press Journals
7. Journal of Accounting and Economics, Elsevier

m. Websites

1. Theory and Applications of Economics, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

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Course Specifications: Financial Accounting

Course Title	Managerial Accounts
Course Code	BAC504A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of accounting for managers. The students are taught the concepts and principles of accounting and analysis of financial statements. Students are also trained to calculate depreciation using different methods and prepare the final accounts of sole proprietary business and company

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Discuss the concepts and principles of accounting
CO-2. Evaluate the financial statements of the company for decision making
CO-3. Analyse the cash flow and fund flow statements for decision-making

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CO-4. Develop the final accounts of the company and generate reports in Tally

5. Course Contents

Unit 1 (Introduction): Types of Accounting, Users of Accounting information, Concepts and Conventions of Accounting, Accounting Equation, Golden rules of accounting, Accounting Cycle, Accounting Standards, Indian GAAP, Introduction to IFRS

Unit 2 (Accounting Records): Accounting Process, Cash Book, Petty Cash book, Trial Balance. Depreciation: Meaning, need & importance of depreciation and types of depreciation

Unit 3 (Final accounts): Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business, preparation of final accounts of companies, Vertical form of financial statements

Unit 4 (Ratio Analysis): Ratio analysis concepts, Uses and demerits of ratios, Calculation various Analysis of financial statements using ratios, Dupont analysis

Unit 5 (Cash flow statement): Preparation of Fund flow and Cash flow Statement. Managerial decision making using Fundamental analysis

Unit 6 (Introduction to Accounting Software): Creation of Company, Configure and Features settings, Generating Reports, Selecting and shutting a Company

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2	1		
	CO-2	3	3		3	
	CO-3	3	2	1	3	
	CO-4	2	3	2	2	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Course/Workshop	00	
Others		05
1. Case Study Presentation	01	

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2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Banking and Financial Services) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment ,lab
4.	Analytical Skills	Class room, Assignment , Examination
5.	Problem Solving Skills	Class room, Assignment ,Examination
6.	Practical Skills	Class room, Assignment, lab
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment

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9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and Presentation
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Group discussions and Case study
15.	Leadership Skills	Presentation

10. Course Resources

n. Essential Reading

1. Course notes
2. Rajashekaran, Lalitha (2022), Financial Accounting, Pearson Publication. Avaialable at Pearson e-library
3. Ramachandran N, Kakani, Ram Kumar. (2022), Financial Accounting for Management, McGraw Hill

o. Recommended Reading

1. Rajesh Chheda. (2018), Learn Tally.ERP 9 with GST, 2nd Edition
2. Guptha Ambrish.(2016) Financial Accounting for Management, Pearson Education
3. Rajesh Agarwal & R Srinivasan. (2005) Accounting Made Easy, Tata McGraw –Hill

p. Magazines and Journals

1. Chartered Secretary , published by The institute of Chartered Secretary of India
2. Chartered Accounts Today , published Arizant
3. Journal of Accountancy. The Journal of Accountancy is a monthly publication for accountants published by AICPA & CIMA
4. International Journal of Managerial and Financial Accounting, Published by Inderscience
5. The Accounting Review, Published by Willey and sons
6. Asian Journal accounting research, Published by Emerald

q. Websites

1. Accounting standards 2022. ICFAI - Accounting, standards, amendments, [online] Available at: <http://www.icai.org> [Accessed 11 July 2022].

r. Other Electronic Resources

1. Software: Tally ERP(11)

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Course Specifications: Marketing Management and Marketing Research

Course Title	Marketing Management and Marketing Research
Course Code	BAC505A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with marketing management essentials required to satisfy customers' needs, wants and demand. Students are taught to integrate the elements of Consumer Behaviour, Sales and Marketing Mix. Students are also introduced to Segmentation, Targeting and Positioning, Integrated Marketing Communications. In addition, students are familiarized with concepts and process of marketing research. Emphasis will also be provided on marketing ethics and socially responsible marketing.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

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4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the Principles of Sales and Marketing to a given context.
CO-2. Analyse B2C and B2B consumer Behavior.

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CO-3. Recommend Marketing Mix strategies for the targeted segments.
CO-4. Develop a Marketing Plan for a product/service

5. Course Contents

Unit 1 Fundamentals of Marketing: Concepts - Importance and Scope - Consumer Needs and Wants – Scanning Marketing Environment and Analyzing Marketing Mix, An Introduction To Consumer Buying Behavior in B2B and B2C contexts

Unit 2 Segmentation Targeting and Positioning and Introduction to Product: Introduction to process of Segmenting, Targeting and Positioning, Dealing With Competition, Introduction to concept of "Product" , Product Management Concepts and Product Life Cycle Management, Concepts of Brand, Branding and Brand Management

Unit 3 Pricing Concepts – Introduction to Pricing Strategies - Value Based, Cost Based, Market Based, Competitor Based and New Product Pricing - Process and Evaluation of Price - Types Of Pricing

Unit 4 Distribution Management and Design Of Marketing Channels - Role of Distribution Management and Marketing Channels, Channel Design Decisions, Channel Management Decisions, Channel Integration, Introduction to Conflict, Co-Operation and Control In Channels

Unit 5 Marketing Communications- Role of Marketing Communications, Types of Marketing Communication, Developing Effective Communications, Introduction to Digital Marketing, Social Media Marketing and Deciding on Marketing Communication Mix

Unit 6 Marketing Research and Marketing Plan: Introduction to concept of Marketing Research, Importance of Marketing Research and process of marketing Research, Typical Components of Marketing Plan and Its Relevance To Marketing Research.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			1	
	CO-2		3		2	
	CO-3	3				
	CO-4			3	1	2

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		10
1. Demonstration using Videos	5	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00

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1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Model Studio	00	
Others		
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	00	20
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures,
3.	Critical Skills	Assignment

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4.	Analytical Skills	Classroom discussion, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Case study Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	Assignment
15.	Leadership Skills	Group discussions and case study

10. Course Resources

s. Essential Reading

1. Course notes
2. G.Shainesh Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth (2022), Marketing Management, Pearson (16th Edition)
3. Ramaswamy V. S. (2017), Marketing Management: A Strategic Decision Making Approach, Tata McGraw Hill Education Private Limited, 5th Edition
4. Nargundkar Rajendra (2019), Marketing Research – Text and Cases, 4th edition, McGraw Hill

t. Recommended Reading

1. Armstrong Gary, Kotler Philip, Cunningham, Margaret H. and Cunningham Peggy H. (2008) Principles of Marketing, 7th edition, Pearson Education
2. Naresh Malhotra (2016), Essentials of Marketing Research, Pearson Education

u. Magazines and Journals

1. Harvard Business Review
2. Business India
3. Business Today
4. Outlook Business
5. Entrepreneur
6. Journal of Marketing
7. Journal of Consumer behavior
8. Journal of Interactive Marketing
9. Indian Journal of Marketing

v. Websites

1. https://harvardmagazine.com/
2. https://sloanreview.mit.edu/
3. www.indianjournalofmarketing.com
4. www.ama.org/

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Course Specifications: Operations Management

Course Title	Operations Management
Course Code	BAC506A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with introduction of operations management and project management. The students are introduced to the importance of operations management and the various tools and techniques that aid in efficient management of manufacturing and service organisations. The underlying concepts and frameworks for managing resources in projects and operations, decision making under certain and uncertain environments, demand forecasting, inventory management and production planning are discussed. The students are also trained on Spreadsheet Solvers and other Decision-Making Tools.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

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CO-1. Apply project management tools for business decision making
CO-2. Examine the concepts of decision making under certainty and uncertainty
CO-3. Evaluate capacity planning, facility location and production planning strategies
CO-4. Formulate forecasting models for demand prediction

5. Course Contents

Unit 1 Introduction to Operations Management: Nature, Importance, Historical Development, Transformation Processes, Differences between Services and Manufacturing - Functions, Challenges, Current Priorities, Recent Trends, Operations Strategy, Manufacturing and Service Sector Trends, Services as a Part of Operations Management

Unit 2 Decision Making under Certainty and Uncertainty: Framework for Decision Making, Decision Methodologies, Break-Even Analysis, Decision Trees, Discrete-Event Simulation, Sequencing under Multi-Criteria Decision-Making Framework

Unit 3 Problem Specific Mathematical Models for Effective Decision Making: Game Theory Models for Negotiation, Project Management Methods – Work Breakdown Structure (WBS), Schedule Planning - CPM/PERT.

Unit 4 (Capacity and location planning): Capacity Planning – Definition, Types and Importance; Location planning – Need, Influencing Factors, Location Models

Unit 5 (Demand forecasting): Objectives and Use, Forecasting Methods, Measures of Forecast Error, Applications and Controls

Unit 6 (Materials and Inventory Management): Functions of Materials Management, Material Planning and Control, Need, Objectives and Techniques of Inventory Management – EOQ model, Aggregate Planning and Master Schedule, Mathematical Planning Models, Development of Master Production Schedule (MPS)

6. Course Map (CO-PO Map)

Course Outcome	Programme Outcomes				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	2	3			1
CO-2	2	3			
CO-3	2	3			1
CO-4	2	3		1	

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	

3. Demonstration on a Computer	05	
Numeracy		20
1. Solving Numerical Problems	20	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Engineering Workshop / Course/Workshop /	00	
Others		10
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brainstorming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Assignment

10. Course Resources

a. Essential Reading

5. Course notes
6. Stevenson, William J. (2015) *Operations Management*, 11th Edition, Mc Graw Hill Education
7. Mahadevan, B. (2015) *Operations Management: Theory and Practice*, 3rd edition, Pearson

b. Recommended Reading

8. Kumar, S. A., & Suresh, N. (2008) *Operations Management*, 2nd edition. New Age International Publishers
9. Krajewski, L.J., Malhotra, M.K., Ritzman, L.P. and Srivastava S.K., *Operations Management*, 11th edition, Pearson

c. Magazines and Journals

10. HBR Magazine
11. Management Science, INFORMS
12. Journal of Operations Management, John Wiley & Sons
13. International Journal of Operational Research, Inderscience Publishers

d. Websites

14. Introduction to Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf
15. Production and Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

e. Other Electronic Resources

16. MS Excel solver
17. LINDO
18. GAMS
19. QM for Windows

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Course Specifications: Strategic Management, CSR and Sustainability

Course Title	Strategic Management, CSR and Sustainability
Course Code	BAC507A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of Strategic Management, CSR and Sustainability. Students are taught concepts of strategy, importance of strategy, formal planning in strategic management. Students are also introduced to Environmental Analysis, Strategic Formulation, Strategic Implementation, Evaluation, Control, CSR and Sustainability for making business decisions.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

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After the successful completion of this course, the student will be able to:

- **CO-1.** Analyze various fundamental strategic management concepts, theories, practices and business environments considering global, economic, legal, and ethical aspects.
- **CO-2.** Evaluate strategic plans and their formulation utilising data from diverse sources, assess the implications of strategic choices, and foster critical thinking for sustainable and competitive strategic planning of organizational goals aligned with industry opportunities and challenges
- **CO-3.** Apply value-based implementation strategies that align with an organization's mission, vision, and objectives, and demonstrate the ability to lead oneself and others in achieving organizational goals within a collaborative team environment
- **CO-4.** Design and propose innovative and sustainable strategic initiatives that also incorporate Corporate Social Responsibility (CSR) principles, for effective adoption of chosen strategic direction and strategic control

5. Course Contents

Unit 1 Introduction to Strategic Management: Concept of Strategy, Nature, Scope, Process and importance of Strategic Management. Formal Planning and Strategic Intent, Strategic Planning Process, Strategic Management Vs. Operational Management.

Unit 2 Corporate Mission, Objectives, Environment Analysis and Strategic Formulation: Concept of Mission and Vision, Constituents of Corporate Mission, Goals, Objectives, Concepts, Factors influencing External and Internal Environment, Competitive Analysis, SWOT Analysis, PEST Analysis, Porter's Five forces model, Boston Consulting Group (BCG) Matrix, GE matrix, Blue Ocean strategies, resource, core competence & competitive advantage, Grand Strategies, Strategic Formulation, Approaches to Strategic Formulation, Grand Strategies

Unit 3 Strategic Implementation: important aspects of Strategic Implementation

Unit 4 Corporate Social Responsibility (CSR) and strategy for sustainability: Introduction to CSR, social responsibility assessment, Sustainability, guiding principles for sustainability.

Unit 5 . Strategic Evaluation and Control: Concept and Purpose of Strategic Evaluation and analysis, Gap Analysis, Strategic Control and Feed Back.

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

6. CO-PO mapping table

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			3	
	CO-2		3		1	
	CO-3			3		3
	CO-4	3				2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

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Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	10	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
Others		30
1. Case Study Discussion / Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

Course Leaders

Prof V. Nagendra, Associate Professor FMC, RUAS

Dr. G Devakumar, Professor, FMC, RUAS

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Program Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

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Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Case discussions, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case discussions
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10. Course Resources

w. Essential Reading

1. Course notes
2. Pearce J.A. and Robinson. R.B. (2015), *Strategic Management*, 19th edition, Vol.5, Tata Mc Grew Hill company.

x. Recommended Reading

1. David R. Fred (2010), Strategic Management: Concepts and Cases, 13th edition, Vol 5, Prentice Hall.
2. Anthony E. Henry, (2021), Strategic Management, 5th edition, Vol.2, Oxford University press.
3. Michael Blowfield, Alan Murray (2019), Corporate social Responsibility, 4th edition, Oxford University Press.
4. Michael Blowfield (2012), Business Sustainability, 4th edition, Oxford University Pess.

y. Magazines and Journals

1. Business World
2. Business Today
3. Busiiness India
4. Journal of Strategic Management, Publisher, John Wiley and Sons Ltd
5. Journal of Technology Analysis and Strategic Management, Publisher Routledge, UK.

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6. Cross Culture and Strategic Management, Emerald Group of publishing, UK.
7. Sustainability and Society, Springer Publishing

z. Websites

1. https://www.coursera.org/learn/strategic-management
2. https://archive.nptel.ac.in/resources.html
3. https://swayam.gov.in/explorer?searchText=strategic+managment

Course Specifications: Business Mathematics, Statistics and Analytics

Course Title	Business Mathematics, Statistics and Analytics
Course Code	BAC508A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course introduces the basic concepts of Business Mathematics including Algebra and Matrices. The course also deals with statistical analyses of management problems for effective decision making. The students are taught statistical techniques and data analysis under non-deterministic conditions to solve business problems. Various types of probability distributions are explored and discussed in the context of decision making under uncertainty. Students are taught to formulate and test hypotheses for various business situations. Further, students are trained on Descriptive, Predictive and Prescriptive Analytics for improved Managerial Decision Making.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

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4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Develop linear algebraic models for solution of business problems
- **CO-2.** Examine data to summarize the descriptive statistics and underlying probability distributions
- **CO-3.** Interpret hypothesis for effective decision making
- **CO-4.** Formulate and apply appropriate analytical models to business problems

5. **Course Contents**

Unit 1 Introductory Algebra: Variables, Functions of One and More Than One Variable, Linear Equations: One Variable, The Cartesian Plane, Straight Lines, Evaluating Solutions: Two Equations, Linear Inequalities: One Variable, Linear Inequalities: Two Variables, Polynomials and Quadratic Functions, Evaluating Solutions for set of Equations using Matrix functions

Unit 2 Matrices: Introduction, Matrix, Order of a Matrix, Types of Matrices, Equality of Matrices, Operations on Matrices, Addition of Matrices, Multiplication of a Matrix by a Scalar, Properties of Matrix Addition, Properties of Scalar Multiplication of a Matrix, Multiplication of Matrices, Properties of Multiplication of Matrices, Transpose of a Matrix, Properties of Transpose of Matrices, Symmetric and Skew Symmetric Matrices, Elementary Operation (Transformation) of a Matrix, Invertible Matrices, Adjoint and Inverse of a Matrix

Unit 3 Introduction to Descriptive Statistics and Analytics: Portraying Different methods of Data Display - Bar Graphs, Histograms, and Pie Charts. Measures of Central Tendencies (Mean, Median and Mode) and Dispersions (Range, Interquartile range, Interquartile range, Variance and standard Deviation), An Introduction to Measures of Shape (Skewness, Kurtosis and Symmetric), Introduction to Probability Distributions, Binomial, Poisson and Normal Distributions, Application to Business Problems, Visual Representation of Descriptive Statistics with Statistical Software

Unit 4 Tests of Association: Correlation and Regression, Tests of Inference and Hypothesis Testing - Chi Square, t-Test, ANOVA and Z–Test, Sampling, Probability Distribution and Decision Theory: Understanding the Relevance of Sampling in Statistical Analysis and select appropriate Sampling Technique, Calculating Sample Size based on the Expected Confidence Interval, Performing Statistical Calculations with Statistical Software

Unit 5 Regression: Introduction to the Concept of Regression, Linear and Non-Linear Regression, Single and Multiple Regression, Meaning/interpretation of Regression Coefficients, Interpretation of R-squared, Logistic Regression, Regression as a Predictor for future, Run Various developed models with Statistical Software

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6. Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2				3	1
CO-3	2			3	
CO-4	1			3	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	10	
Numeracy		30
1. Solving Numerical Problems	30	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

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8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
Subcomponent ▶	Component 1: CE (50% Weightage		Component 2: SEE (50% Weightage)
Subcomponent Type ▶	SC1: Mid Term	SC -2: Assignment, Presentation and Class Participation	100 Marks
Maximum Marks ▶	25	25	
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4		X	X
The details of SC1, SC are presented in the Programme Specifications Document.			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

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10.Course Resources

a. Essential Reading

1. Course notes
2. Ernest F. Haeussler; Richard S. Paul; Richard J. Wood (2021), *Introductory Mathematical Analysis*, 14th Edition, Pearson Education
3. Amir, D. Aczel and Jayavel Sounderpandian (2018) *Complete Business Statistics*, 7th Edition, Tata McGraw-Hill

b. Recommended Reading

1. Camm, Jeffrey D, Cochran, James J, Anderson David R and Williams, Thomas A (2017), *Essentials of Business Analytics,* 2nd Edition, Cengage publications, ISBN-10: 1305627733, ISBN-13: 9781305627734.

c. Magazines and Journals

1. Harvard Magazine – Trends in Business decision making, 6 times per year
2. Sloan Management Review – MIT, Quarterly
3. Analytics India Magazine
4. Journal of Computational and Applied Mathematics, Elsevier
5. Sankhya: The Indian Journal of Statistics, Indian Statistical Institute
6. International Journal of Data Science and Analytics, Springer

d. Websites

1. Harvard Magazine (2022) N.A, *Harvard Magazine*, Retrieved on 3rd July 2022 from https://harvardmagazine.com/tags/quantitative-methods
2. Sloan Management Review (2022) N.A , *MIT Sloan Magazine*, Retrieved on 3rd July 2022 from https://sloanreview.mit.edu/
3. Analytics India Magazine (2022) N.A, *Analytics Magazine,* Retrieved on 3rd July 2022 from https://analyticsindiamag.com/

e. Other Electronic Resources

- Statistical software by SAS (JMP) and IBM (SPSS)

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Course Specifications: Management Information Systems

Course Title	Management Information Systems
Course Code	BAC509A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This aim of this course is to equip the students with the skills required to conceptualize and design Management Information Systems (MIS). Students are taught to analyse and design MIS in a business environment. In addition, students are taught information search and retrieval skills, essentials of data management, data privacy, data protection and Enterprise Resource Planning (ERP) software for effective decision making. They are also introduced to applications of MIS in all functional areas in an organisation. Emphasis is given to identify, evaluate and apply solutions to critical business issues along with associated techniques for designing information systems. In addition, students are trained to create tables, forms, reports and execute queries using Structured Query Language (SQL) in database application.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Illustrate the features and benefits of Information Technology and ERP to improve managerial decision-making

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CO-2. Assess data governance, data privacy and data protection in compliance with corporate policies and regulatory bodies
CO-3. Analyse and design Information Systems for an organisation using appropriate tools and techniques
CO-4. Create tables, forms and reports and maintain a database in the database application

5. Course Contents

Unit 1 Organisations, Management and the Networked Enterprise: Managing the Digital Firm, Information Systems in the Enterprise, Data vs. Information, Strategic Role of Information in Management, Business Systems, Information Architecture and Information Technology Infrastructure, Essentials and Types of Business Information Systems, Electronic Business, Electronic Commerce and E-Governance.

Unit 2 Information Technology Infrastructure: IT Infrastructure and Platforms, Managing Data Resources, Networking Concepts, Telecommunications Networks and the Internet.

Unit 3 Organisation and Management Support Systems for the Digital Firm: Enterprise Applications and Business Process Integration, Enterprise Applications, ERP Concepts, ERP Packages, ERP Implementation, Managing Knowledge in the Digital Firm, Decision Making for the Digital Firm.

Unit 4 Data Governance, Data Privacy and Data Protection: Ethical and Social issues in the Digital Firm, Goals of Information Security, Risks to Information Systems, Security Measures, Authentication and Encryption, Digital Signatures and Digital Certificates, Ethical, Social, and Political Issues in Data Management, Privacy & Personal Data Protection Policy, Security and Control.

Unit 5 Building and Managing Information Systems: Redesigning the Organisation with Information Systems, System Development Life Cycle, Stages of the SDLC, Types of SDLC, Methodology for the Design and Analysis of Information Systems, Information systems Development, Tools and Techniques for Analysis and Design of Information System, Role of Systems and Business Analysts, Business Intelligence, Cloud Computing and Big Data, The Internet of Things (IoT), AI, Mobile Computing, Block Chain Technology, Business Value of Systems, Introduction to 5G, Introduction to Dashboards

Unit 6 Database Management System and ERP: Types of Data, Data Collecting Methods, Concept and Characteristics of Database and Database Management System, Database Lifecycle (DBLC), Data Warehouse and Data Mining, Data and Relational Models, Role of Database Administrators, Role of Database Designers, DBMS Architecture, Data Models, Categories of Data Models, Schemas, Instance, DBMS Language and Interface, Classifications of Database Management Systems, Introduction to Relational Model, Data Normalization Concepts, Structure of Relational Databases, Microsoft Access Database System, Understanding Access Objects: Objects, Tables, Queries, Forms, Reports, Modules, Creation of Tables, Designing Tables, Data Types and Indexes, Creation of Forms, Auto Forms, Main Form and Sub Form, Reports, Creation of Queries and Sorting the Records in a Database, Introduction to SQL, SQL Data Definition and Data Types, Specifying Constraints in SQL, Schema Change Statements, Basic Queries, INSERT, DELETE and UPDATE statements in SQL, Functional and Business Modules in an ERP Package.

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Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2		2	2		
CO-3			2	3	1
CO-4			3	1	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		10
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		30
1. Course Laboratory	00	
2. Computer Laboratory	30	
Others		05
1. Case Study Presentation	02	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	01	
6. Discussing Possible Innovations	01	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	

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CO-1	☑	☑	☑
CO-2	☑	☑	☑
CO-3	☑	☑	☑
CO-4		☑	☑
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Laboratory, Examination and Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment, Laboratory Exercises
7.	Group Work	Classroom Lectures, Case study Discussion
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination, Laboratory Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment, Laboratory Report
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

a. Essential Reading

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1. Class Notes
2. Laudon, Kenneth C. and Laudon, Jane P. (2018) *Management Information Systems – Managing the Digital Firm*, 15th edition, Prentice-Hall: India
3. Magal Simha R. (2011) *Integrated Business Processes with ERP Systems*, 1st edition, Wiley: US
4. Avi Silberschatz, Henry F. Korth and S. Sudarshan (2019) *Database System Concepts*, 7th edition, McGraw-Hill: India

b. Recommended Reading

4. O'Brien, James, A., Marakas, George M. and Ramesh Behl (2019) *Management*

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Course Specifications: Business Law and Corporate Governance

Course Title	Business Law and Corporate Governance
Course Code	BAC510A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Business Laws in India. Students are introduced to the rights and obligations of persons arising out of commercial transactions. The students are taught provisions of key business legislations governing business activities that facilitate them to take decisions conforming to the law of the land. Also this course emphasizes on protection of Consumers' rights. Students are familiarized with basics of corporate governance.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify fundamental legal principles in contractual agreements of business and its role in an economic, political and social context.

CO-2. Examine legal concepts and principles of the law relating to the obligations that can arise between parties in a business relationship

CO-3. Recommend legal and fiscal structure governing the different forms of business organizations.

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Information Systems, 11th edition, McGraw Hill: India

5. Jawadekar, Waman S. (2020) *Management Information Systems*, India, 6th edition, Tata McGraw-Hill: India

c. Magazines and Journals

6. Information Technology Management, Maximilian Press
7. Silicon India, siliconindia Inc., Monthly
8. Data Quest, Cyber Media India Ltd, Fortnightly
9. Journal of Database Management, IGI Publishing
10. MIS Quarterly, Management Information Systems Research Center (United States)
11. International Journal of Information Management, Elsevier

d. Websites

12. Practical Web-Based ERP Software (2019) *webERP*, Retrieved on 07 July 2022 from http://www.weberp.org/
13. Write better code (2022) *Start with a pull request*, Retrieved on 07 July 2022 from https://github.com/features/code-review
14. TC Sessions(2022): Robotics 2022 Retrieved on 07 July 2022 from https://techcrunch.com/events/tc-sessions-robotics-2022/

e. Other Electronic Resources

Software: Database, MS Excel

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CO-4. Develop an ability to structure, formulate, communicate and defend arguments effectively and able to present coherent, concise legal argument to solve legal-related issues that arise in the course of carrying out business.

5. Course Contents

Unit 1 Introduction, nature, scope, objectives, Justice delivery system in India

Indian Contract Act, 1872- Essentials of Valid Contract types of Contracts, breach of contract and remedies for breach of contract, Performance of Contract, termination and discharge of contract, Special Contracts

The Sale of Goods Act, 1930- Contract Of Sale, Difference Between Sale And Agreement To Sell - Conditions And Warranties - Transfer Of Ownership In Goods Including Sale By Non-Owners - Performance Of Contract Of Sale - Unpaid Seller - Meaning And Rights Of An Unpaid Seller Against The Goods And The Buyer, Auction Sale.

Unit 2 Business Acts: Competition Act, 2002- Definitions, Competition Commission of India – its establishment and composition, Duties, Powers and functions of Commission, Penalties, Competition Advocacy, Prohibition of certain agreements, Abuse of Dominant position, and regulation of combinations

Consumer Protection Act, 1986: definition of consumer, goods and defect, consumer rights, services and deficiency, consumer forums, procedure to approach consumer forums,

Information Technology Act, 2000- Objectives, Scope, Major concepts, Role of government, Electronic records, Digital signature, Certifying authorities, Offences and penalties.

Unit 3 The Limited Liability Partnership Act, 2008 - Salient Features of LLP - Difference between LLP and Partnership, LLP and Company - LLP Agreement - Nature of LLP - Partners and Designated Partners - Incorporation Document - Incorporation by registration

Incorporation of Companies –Meaning – Promoters – their functions – Duties of Promoters – Key provisions of Companies act 1956 and 2013, Incorporation – Meaning – certification of Incorporation – Memorandum of Association – Meaning – Purpose – Alteration of Memorandum – Doctrine of Ultravires – Articles of Association - Meaning – Contents – Alteration of Article – Relationship between Articles and Memorandum, Directors, types of companies, management of companies: directors and meetings; winding up of companies

Unit 4 The Negotiable Instruments Act, 1881 - Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder-in-due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument, Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonor and discharge of negotiable instruments.

Unit 5 Corporate Governance – Corporate Governance – Evolution, practices and regulations, Triple Bottom Line , Models of Corporate Governance

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Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2	2				3
CO-3	3		3	2	
CO-4		3			2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop	00	
Others		25
1. Case Study Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

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Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1		X	
CO-2		X	
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.
Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

4. Essential Reading

4. Class Notes
5. Kuchhal M.C. and Kuchhal V., (2018), Business Law, New Delhi, Vikas Publishing
6. Kevin Keasey, Steve Thompson and Mike Wright, (2005) Corporate Governance Accountability, Enterprise and International Comparisons, John Wiley and Sons Ltd.
7. N.D.Kapoor, (2014) "Company Law" Sultan Chand & Sons, New Delhi

5. Recommended Reading

d. Aggarwal S K, (2017), Business Laws, New Delhi, Galgotia Publishers Company

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e. Maheshwari S N and Maheshwari S K, (2014), Principles of Business Law, New Delhi, Himalaya Publishing House

f. Ravinder Kumar, (2016), Legal Aspects of Business, New Delhi, Cengage Learning

6. Magazines and Journals

d. Business India
e. Business Today
f. Business World: ABP Group, Fortnightly business magazine
g. Prabandhan: Indian Journal of Management: Informatics Publishing Limited, Monthly issue
h. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited, Quarterly issue
i. Business Strategy: PwC Strategy& Inc., Quarterly issue

7. Websites

d. http://doj.gov.in/
e. www.LiveLaw.in

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Course Specifications: Corporate Finance

Course Title	Corporate Finance
Course Code	BAC511A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with formulation and implementation of financial decisions in a company. Analytical ability of students is honed through concepts to increase firm shareholder value. Students are taught concepts of cash management, inventory management, capital budgeting and cost of capital. In addition, value-based management and dividend decision will be discussed. Students are taught to evaluate tradeoff between risk and return. Further, students are taught tools and techniques to measure asset volatility and performance in the context of a corporation.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the essential principles of Financial Management
CO-2. Analyze and solve problems on cost of capital, capital budgeting, working capital
CO-3. Evaluate financial decisions with the objective of value maximization
CO-4. Develop financial techniques for solving problems related to Capital Structure

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5. Course Contents

Unit 1 Indian Financial system and Financial Markets: Salient features of Indian Financial System, Resource Mobilization, Channelization of Funds, Equity, Debt and Currency Markets, Markets for Short Term Financing requirements, Financial Sector Reforms and Financial Markets, Contemporary Issues

Unit 2 Introduction to Financial management: The role of Financial Management, Introduction, The goal of a firm, Corporate Governance, Organisation of Financial Management Function, The Business Environment, The Tax Environment, The Financial Environment.

Unit 3 Valuation: The Time Value of Money, The Valuation of Long-term securities; Bond Valuation, Preferred Stock Valuation, Common Stock Valuation, Risk and Return; Defining Risk and Return, Risk and Return in Portfolio Context, The Capital –Asset Pricing Model (CAPM), Efficient Financial Market. Flow of Funds Statements, Cash Flow forecasting, Cash flow estimates.

Unit 4 Working capital Management: Overview of Working Capital Management, Cash and Marketable, Securities Management, Accounting Receivables, and Inventory Management, Short – Term Financing.

Unit 5 Investment in Capital Assets: Capital Budgeting and Estimating Cash flows, Capital BudgetingTechniques

Unit 6 The Cost of Capital, Capital Structure, and Dividend Policy: Required Returns and the Cost of Capital,Operating and Financial Leverage, Capital Structure Determination, Dividend Policy

Unit 7 Intermediate and Long-Term Financing: The Capital Market, Long-Term Debt, Preferred Stock, andCommon Stock, Term Loans and Leases

Course Map (CO-PO Map)

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2		2	2
	CO-2	1	3		3	
	CO-3	2	3	1		2
	CO-4				3	1

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	

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3. Demonstration on a Computer	00	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		05
1. Course Laboratory	05	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		25
1. Case Study Presentation	05	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Financial Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent u	**SC1**	**SC2**	
Subcomponent Type u	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks u	**25**	**25**	
CO-1	Đ	Đ	Đ
CO-2	Đ	Đ	Đ
CO-3	Đ	Đ	Đ
CO-4	Đ	Đ	Đ
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following

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teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

8. Essential Reading

d. Class Notes

e. Van Horne, James C and Wachowicz, John M (2015) Fundamentals of Financial Management, 13th edition, Pearson Education India

9. Recommended Reading

d. Brealey, R. and Myers, S. (2014) Principles of corporate Finance. 7th edition, McGraw Hill.

e. Gitman, L. and Zutter, C. (2012) Principles of Managerial Finance. 13th Edition, Prentice Hall.

f. Keown, A., Martin, J. and Petty, W. (2017) Foundations of Finance. 9th Edition, PearsonEducation Limited.

10. Magazines and Journals

d. The Economist

e. CFO magazine

f. E-Journal of Management Accounting Research, American Accounting Association

g. Chartered Secretary, CSA publications

h. Finance India, Review Publishing Company Ltd

i. Forbes India – Reliance Industries, Monthly

j. Business India - Fortnightly

k. Business Today – Bi-weekly

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11. Websites

d. https://exinfm.com/training/video_finance_lessons.htm, Retrieved on 8th July 2022 from https://exinfm.com
e. http://www.quickmba.com/finance/, Retrieved on 8th July 2022 from www.quickmba.com
f. https://www.economist.com/the-world-this-week, Retrieved on 8th July 2022 from www. economist.com
g. https://www.ft.com/markets, Retrieved on 8th July 2022 from www. ft.com

12. Other Electronic Resources

d. Software: MS Excel

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Course Specifications: Innovation and Entrepreneurship

Course Title	Innovation and Entrepreneurship
Course Code	BAC512A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. **Course Summary**

The aim of course is to impart comprehensive knowledge of an innovative and entrepreneurial ecosystem. The students are encouraged to develop entrepreneurial spirit by imparting skills to start-up, grow and sustain an enterprise. This course emphasizes on igniting the innovation thought process, thereby leading to new business ventures. Students will be trained to prepare and pitch a business plan to investors using lean canvas model.

2. **Course Size and Credits:**

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. **Programmee Outcomes (POs)**
   - **PO-1.** Apply knowledge of management theories and practices to solve business problems.
   - **PO-2.** Foster Analytical and critical thinking abilities for data-based decision-making.
   - **PO-3.** Ability to develop Value based Leadership ability.
   - **PO-4.** Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
   - **PO-5.** Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
4. **Course Outcomes (COs)**

After the successful completion of this course, the student will be able to:
- **CO-1.** Identify the concepts and process of entrepreneurship
- **CO-2.** Analyse laws and regulations pertaining to innovative ideas for the creation and management of Business venture
- **CO-3.** Evaluate the financial ecosystem for start-ups
- **CO-4.** Develop a viable business plan for the investors' appraisal

5. **Course Contents**

Unit 1 (Entrepreneur & Entrepreneurship): Meaning of Entrepreneur, Evolution of the concept, Functions of an Entrepreneur, Entrepreneurial process, Types of Entrepreneurships - Social entrepreneurship, Rural entrepreneurship, Key Elements in an Entrepreneur's Background, Key Entrepreneurial Feelings and Motivations - Role Models and Support Systems - MSME Policies. Make-In India, Start-Up India, Stand-Up India,

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Unit 2 Laws and Regulations: Intellectual Property Rights of a New Venture, Process for Filing Patent, Trademark, Copyrights, Protection of Venture's Trade Secrets Through Licensing, Geographical Indicators, Design Act, internal Auditing Processes - Contracts, Insurance, and Product Safety and Liability

Unit 3 Innovation and Creativity: Types of Innovations. Identify Various Sources of Ideas for New Ventures - Methods Available for Generating New Venture Ideas - Creativity, Design Thinking and the Techniques for Creative Problem Solving. Aspects of the Product Planning and Development Process.

Unit 4 Creating and Managing New Venture: Creating Opportunities, Resources, Role of New Ventures and Small Businesses in the Economy, Types of Entry Strategies, Feasibility Analysis and Launching a New Venture. Generic Strategies, Strategies for Expansion, Joint Ventures, Acquisitions, Mergers, Franchising,

Unit 5 Raising Capital and financial ecosystem for the Start-up Ventures: Financial Need, New Venture Financials and Business Valuation, Sources of Funds for Enterprises, Financial Aspect of Business Plan - Preparation for Generating Funds. Bootstrapping, Banks, Angel finance, Venture Capitalist, Private Equity, Crowd Funding, Online platforms and Informal Risk Capital.

Unit 6 The Business plan: Business Plan, Scope and Value of the Business Plan to Investors, Lenders, Employees, Suppliers, and Customers, Critical Section of the Business Plan, Step-By-Step Explanation of the Business Plan, Monitor the Business Plan, Monitor the Business Plan, Marketing Plan, Organizational Plan, Financial Plan. Preparation of lean canvas Model, Project Report Preparation, Preparation and Pitching Business plan to investors.

Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	2	2	2	2	2
CO-2	2	2	2	2	3
CO-3	3	3	2	2	3
CO-4	3	3	3	3	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

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6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		05
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Entrepreneurial Workshops	05	

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Others		20
1. Case Study Presentation	04	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	04	
6. Discussing Possible Innovations	04	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Class room lectures, Brainstorming Sessions
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment, Brainstorming Sessions
4.	Analytical Skills	Class room, assignment,

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		examination
5.	Problem Solving Skills	Assignment, examination
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Case study and group discussions
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Assignment and Group Discussion
15.	Leadership Skills	Group discussions and Case study

9. Course Resources

13. Essential Reading

8. Course Notes
9. Hisrich, R., Peters, M. and Shepherd, D., 2020. *Entrepreneurship*. 11th ed. McGraw Hill.
10. Innovation textbooks and Venture Capital reference material

14. Recommended Reading

d. Charantimath, P., 2018. *Entrepreneurship development and small business enterprises*. 3rd ed. Belgaum, India: Pearson Education.
e. Roy, R., 2020. *Entrepreneurship*. 3rd ed. Noida: Oxford University Press.
f. Innovation textbooks and venture capital

15. Magazines and Journals

d. Business World: ABP Group - Fortnightly business magazine
e. Business Today
f. Business World
g. Journal of Small Business Management , Blackwell publishing- yearly
h. Business Strategy: PwC Strategy & Inc. - Quarterly issue
i. International Journal of Entrepreneurship – Sage Publications
j. The International Journal of Entrepreneurship and Innovation - Sage Publications
k. International Journal of Entrepreneurship and Small Business - Inderscience Enterprises Ltd.

16. Websites

d. India, S., 2022. *Homepage*. [online] Start-up India. Available at: <https://www.startupindia.gov.in/> [Accessed 10 July 2022].
e. Allsharktank, Products., 2022. *Homepage*. [online] All Shark Tank Products. Available at: <https://www.allsharktankproducts.com/> [Accessed 10 July 2022].
f. India, M., 2022. *Make In India*. [online] Makeinindia.com. Available at: <https://www.makeinindia.com/> [Accessed 10 July 2022].
g. Funds seeking and crowd sourcing websites

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Course Specifications: Industry Internship

Course Title	Industry Internship
Course Code	BAI513A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of the course is to make a student experience an industry or business environment. The students are provided opportunity to explore career interests, acquire and apply knowledge and skills learned in the classrooms at work place setting. Students are provided opportunities for building competencies for a specific profession or occupation. Students are given opportunity to work as interns and complete assigned company work. In addition, the student should develop a report and make a presentation on his/her experience at the industry/business.

2. Course Size and Credits:

Number of Credits	08
Credit Structure (Lecture: Tutorial: Practical)	0:0:16
Total Hours of Interaction	250
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply organization structure theory to the company or organisation
CO-2. Analyse and evaluate classroom concepts in a work environment.
CO-3. Develop professional working knowledge for a specific profession or occupation
CO-4. Develop relevant skills for Leadership Impact

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5. Course Contents
Industry Internship in the relevant organization

Internships are educational and career development opportunities, providing practical experience in a field or discipline. They are structured, short-term, supervised placements often focused around particular tasks or projects with defined timescales. An internship may be compensated, non-compensated or some time may be paid. The internship has to be meaningful and mutually beneficial to the intern and the organization. It is important that the objectives and the activities of the internship program are clearly defined and understood.

In general, following are the intended objectives of internship training:
• Will expose technical students to the industrial environment, which cannot be simulated in the classroom and hence creating competent professionals for the industry.
• Provide possible opportunities to learn, understand and sharpen the real time technical / managerial skills required at the job.
• Exposure to the current technological developments relevant to the subject area of training.
• Experience gained from the 'Industrial Internship' in classroom will be used in classroom discussions.
• Create conditions conducive to the quest for knowledge and its applicability on the job.

A student is advised to select an organization for internship pertaining to the field of chosen specialization. A student can focus his/her study in the field on specialization such as finance, marketing, etc. The internee is advised to select a section or unit of a large / reputed organization for work. An internee should do extensive work on work allotted by the industry supervisor and prepare recommendations for areas of improvement. The internship report at the end of the internship period must give all information with regard to the learning, observations and results accomplished during the internship period.

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcome	CO-1	3	2			2
	CO-2	2	3			3
	CO-3	2		2	3	
	CO-4		2	3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

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7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Industry Internship	Field Work	160
	Report Writing	40
	Presentation Preparations	40
	Evaluation of Report and Presentations	10
	Total	**250**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: CE (50% Weightage)	Component 2: SEE (50% Weightage)
Subcomponent ▶	SC1	SEE
Subcomponent Type ▶	Presentation	Internship Report
Maximum Marks ▶	50	50
CO-1	×	×
CO-2	×	×
CO-3	×	×
CO-4	×	×

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Internship
2.	Understanding	Internship
3.	Critical Skills	Internship
4.	Analytical Skills	Internship
5.	Problem Solving Skills	Internship
6.	Practical Skills	Internship
7.	Group Work	Internship

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8.	Self-Learning	Internship
9.	Written Communication Skills	Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Interaction with staff of the organization
13.	Information Management	Report
14.	Leadership Skills	Effective management of learning, time management, achieving the learning outcomes

10. Course Resources

17. Essential Reading

d. Organization website and Literature provided by the organisation

e. Discussions with stakeholders e.g. Faculty Supervisor, Company representatives

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Course Specifications: Managing Banks and Treasury Management

Course Title	Managing Banks and Treasury Management
Course Code	BAE501A
Course Type	Specialisation – Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of the course is to introduce students to strategic operational policies and practices in management of banks and financial institutions. The students are familiarized with the provisions of legal framework, mandates and governance of RBI for banks and financial institutions. In addition, students are also trained to analyse operations like Credit Management, Treasury Management, Investment Management and Asset Liability Management of banks and financial institutions. The students are also taught about bank administration with an emphasis on risk management practices.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. **Utilize** scenario of Indian Financial system
CO-2. Examine Treasury management and regulatory framework of banks
CO-3. **Assess** the Banking operations through credit management, investment
i. Management and Asset liability management
CO-4. **Formulate** strategies for credit expansion and liquidity Assessment

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5. Course Contents

Unit 1 (Banking and Financial Institutions in India): Introduction Evolution and Growth of Banking System in India -Recommendations of Narasimhan Committee – Opportunities for Indian commercial banks – Strengths and weaknesses of Indian commercial banks – Banking sector reforms- Functioning of N BFC's

Unit 2 (Regulation and Compliance): Provisions of RBI Act 1935, Banking Regulation Act 1949 Banking Companies Government and RBI's powers- Legal aspects of Banking Operations- Banking Related Laws- Basel I and Basel II Norms

Unit 3 (Liquidity and Capital Adequacy in Banks): Purpose – Sources – Measurement – Liquidity / Profitability Problem – Theories of liquidity management Capital Adequacy in Indian Commercial Banks – Basil Norms on Capital Adequacy

Unit 4 (Banking Operations): Credit Management - Cardinal Principles of Sound Bank Lending – Formulating Loan Policy – Factors influencing Loan Policy – Contents of Loan Policy – Evaluating Credit Applicant - Nature and Significance of Investment Management in Commercial Banks - Asset Liability Management and Non-Performing Assets - Concept of ALM –NPAs in Indian Commercial Banks, Causes, Suggestions and Steps for Containing NPAs

Unit 5(Treasury Management):

Role of the Treasury Department- Treasury Controls- Treasurer Job Description - Position of Treasury Department and Its Components – Front, Mid and Back Office – Within the Corporate Structure- Foreign Exchange Risk Management- Clearing and Settlement, and Treasury System

Unit 6 (Marketing in Bank): - Banking Services-Banker-Customer relationship-rights and responsibilities of a bank- Mandates, Deposit Schemes- NRI accounts, Closure of Accounts- AML and KYC norms, Aadhar Enabled Accounts-Customer Service-Consumer Protection Act - Relationship banking-Fundamentals of Relationship banking – digital marketing

6. Course Map (CO-PO Map):

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1		3		2	2
	CO-2	1	3		3	
	CO-3	2	3			1
	CO-4			1	3	2

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		

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1. Demonstration using Videos	10	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		5
1. Solving Numerical Problems	5	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
Others		25
1. Case Study Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Banking and Financial Services) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous Evaluation or SEE – Semester End Exam) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

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9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, Assignment , Examination
5.	Problem Solving Skills	Class room, Assignment ,Examination
6.	Practical Skills	Class room, Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and Presentation
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Group discussions and Case study
15.	Leadership Skills	Presentation

10. Course Resources

18. Essential Reading

d. Course notes
e. Scott S and Timothy .K (2018) *Management of Banking*, 5th Edition, Thomson corporations
f. Steven M. Bragg(2019), *Treasury Management: The Practitioner's Guide*,4th Edition ,Wiley Corporations

19. Recommended Reading

d. Zacharias and Ravindranath and Kulkarni (2019) ,*Legal and Regulatory Aaspects of Banking*, 3rd edition, Macmillian publication

20. Magazines and Journals

d. International Banker
e. The Banker
f. Global Banking & Finance Review
g. Journal of banking and Finance , Elsevier
h. Journal of Money Credit and banking ,Wiley Publications
i. International Journal of Banking, Accounting and Finance, Inderscience Publications

21. Websites

d. RBI 2022.Publications and reports [online] Available at: <http:// http://www.rbi.org > [Accessed 11 July 2022].

22. Other Electronic Resources

d. MS excel

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Course Specifications: Investment Banking and Financial Services

Course Title	Investment Banking And Financial Services
Course Code	BAE502A
Course Type	Specialisation – Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the regulatory framework on operational aspects of financial intermediaries. Students are taught to evaluate the role and functions of banking institutions, merchant banks, micro financiers, non-banking financial institutions and investment. In addition, the students are exposed to functioning of capital markets, stock exchange transactions, Reserve Bank of India role and the principles of investment banking. Students are trained to analyse asset securitization and marketing in the context of Investment Banking and Financial Services

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the essential principles of Investment Banking and functioning of Financial Services and institutions

CO-2. Examine operations in Merchant banking , Capital Markets and Structured Products

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CO-3. Compare various Investment Avenues and Financial Markets
CO-4. Formulate the Risk and Return Factors in Investment Proposal

5. Course Contents

Unit 1 (Merchant Banking): Registration of Merchant Banks with SEBI, Merchant Banking and Investment Banking, Merchant Banking in India, Qualities of Merchant Banker, Importance and Need of Merchant Banking in India, Red Herring Prospectus (RHP), SEBI Regulation for Merchant Banking, Issue Management Activities, Types of Investors, IPO Grading, SPO and FPO Meaning Stock Exchange in India, Stock Brokers, Order Types and Condition.

Unit 2 (Financial Markets and Financial Institutions) : Indian Financial System, Financial Market, Classification of Financial Market, Types of Financial Asset, Analyzing Fund Based and Fee Based Services, Critically Evaluating Process of Credit Rating of Financial Instruments. Analyzing Capital Market Structure as it pertains to Investment banking, Expounding Functions of Investment Banks, Explicating Categories in Investment Banks, Illustrating use of Instruments in Investment Banking, Elucidating Dealings of Investment Banks, Explaining Utility Growth, Securitization of Debt, Analyzing the Meaning and Features of Debt Securitization.

Unit 3 (Banking Institutions): Commercial Banks Functions and Roles, Explicating Theoretical Basis of Banking Operations- Special Role of Banks, Analyzing Nature of Banking Assets and Liabilities, Elucidating the Functioning of Depositories, Types of Depository Account, Illustrating the Meaning of Non-Performing Assets (NPA) Securitization, Explaining Trade Practices of Banks-Letter of Credit and Guarantees, Risk Management in banks, the Insolvency and Bankruptcy.

Unit 4 (Venture Capital Financing): Factors Affecting Venture Capital Investment, Factoring, and Types of Factoring Mutual Funds: Concept of Mutual Fund. Organization of Mutual Fund, Mutual Fund Valuation, Measuring Fund Return, Basics of Insurance, Types and Products, Need for Insurance, Consumer Finance Meaning and Types.

Unit 5 (Non-Banking Financial Institutions): Analyzing Small Savings and Provident Funds, Classification of NBFC, Role and Importance of NBFC Explicating, Pension Fund and Insurance Companies Functioning, Explicating Hire Purchase Finance Mechanism, Critically Reviewing Lease Finance and Housing Finance.

Unit 6 (Micro Finance): Analyzing the Meaning of Microfinance, Elucidating the Players in Microfinance Industry, Tracing Historical Aspects of Microfinance, Expounding the Development and Growth of Microfinance, and Functioning of Microfinance, Structure and Model of Micro Finance.

6. Course Map (CO-PO Map)

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			2	1
	CO-2	1	3	2	3	
	CO-3	2	3			1
	CO-4			1	3	2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

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Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		05
1. Solving Numerical Problems	5	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Workshop / Course	00	
Others		15
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Banking and Financial Services) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous Evaluation or SEE – Semester End Exam) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

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9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, Assignment , Examination
5.	Problem Solving Skills	Class room, Assignment ,Examination
6.	Practical Skills	Class room, Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and Presentation
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Group discussions and Case study
15.	Leadership Skills	Presentation

10. Course Resources

23. Essential Reading

a. Course notes
b. Madhu Vij, Swati Dhawan ,(2019) *Investment Banking and Financial Services* ,2nd Edition, McGraw-Hill

24. Recommended Reading

a. Cornet, Millon, M. and Saunders A. (2019) *Fundamentals of Financial Institutions Management*, 2nd edition, McGraw-Hill
b. Fabozzi, Frank J. (2019) *Foundation of Financial Markets and Institutions*, 2nd edition, Pearson Education
c. Grinblatt and Titman. (2018*) Financial Markets and Corporate Strategy*, 3rd edition, Tata McGraw-Hill

25. Magazines and Journals

a. Business World
b. Business Today
c. Business India
d. The Banker
e. International Treasurer
f. Financial Services Review
g. Indian Journal of Finance

26. Websites

a. The Economist. 2022. The Economist - World News, Politics, Economics, Business & Finance. [online] Available at: <http://www.economist.com> [Accessed 11 July 2022].

27. Other Electronic Resources

a. Software: MS Excel

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Course Specifications: Corporate Banking and Derivatives

Course Title	Corporate Banking and Derivatives
Course Code	BAE503A
Course Type	Specialisation – Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course aims to equip the students with various forms of corporate banking and risk management. The students will also be introduced to corporate deposits and corporate debt restructuring. This course equips the students with basic knowledge of risk management using derivatives. Further, students are taught to use options and futures for tactical portfolio strategies.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify fundamental principles of corporate banking
CO-2. Examine importance of corporate deposits and corporate finance
CO-3. Recommend corporate advisory services and mergers , acquisitions in banks
CO-4. Develop risk management strategies for futures and forwards

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5. Course Contents

Unit 1 Corporate Banking: Meaning and Importance, Various Services Provided Viz., Cash Management, Debt Management, Securitization, Trusteeship And Custodial Services, Business Advisory, Off Shore Services- Special Features Of Products, Various Products, Trade Services, Forex Management, Global Syndication And Regional Syndication.

Unit 2 Corporate Deposits: Corporate Finance-Working Capital Finance, Working Capital Management in Banks, Fund and Non-Fund Based Limits and Import-Export Finance, Corporate

Unit 3 Corporate Advisory Services: Capital Restructuring, Project Advisory, Private Equity and Venture Capital, Loan Syndication. Mergers and Acquisitions in Banks.

Unit 4 Risk Management and Financial Derivatives
Risk Management, Introduction, Risk Identification, Measurement, Risk Management Process, Risk Management Methods .Derivative Markets and Instruments, Forwards, Futures, Options and Swaps, Structure of Derivatives, Important Concepts in Financial Derivative Market. Forwards And Future Contracts: Value of a Forward Contract, Future Contract, Hedging Using Stock Index Futures, Interest Rate Markets, Zero Coupon rate, Bond Pricing, Forward Interest Rates.

Unit 5 Principles of Option Pricing: Option Pricing Models- Binomial Model, Black –Scholes Model, Option Strategies-Butterfly Spread, Straddle Strategy, Strangle Strategy, Strips, Straps, Condor Strategy.

6. Course Map (CO-PO Map)

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	3		2	2
	CO-2	1	2		3	
	CO-3	2	3			1
	CO-4			1	3	2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		10
1. Demonstration using Videos	08	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	02	
Numeracy		30
1. Solving Numerical Problems	30	
Practical Work		00

1. Course Laboratory	00	
2. Computer Laboratory	00	
Others		
1. Case Study Presentation	03	05
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Banking and Financial Services) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous Evaluation or SEE – Semester End Exam) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.
Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Group Discussions
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentations
11.	Presentation Skills	Presentations
12.	Behavioral Skills	--
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10. Course Resources

a. Essential Reading

1. Class Notes
2. IIBF *Corporate Banking* (2018) 3rd Edition, Macmillan Education,
3. John C. H *Options Futures & Other Derivatives* -, 6th Edition, Pearson Education

b. Recommended Reading

1. Uppal R, *Indian Banking In the Globalized World*, New Century Publications, New Delhi
2. Vohra & Bagri *Options & Futures* (2017) 2nd Edition, TMH
3. Sundaram & Das *Derivatives* (2017), *Principles and Practice*, 2nd Edition, Mc Graw Hill.
4. Vij M(2002) *Multinational Financial Management*, 2nd Edition, Excel Publications, New Delhi

c. Magazines and Journals

1. Bank Director
2. Banking Strategies
3. BFSI Magazine
4. Bloomberg Markets
5. Money Magazine
6. International Journal of Bank Marketing – Emerald Insight
7. Journal of Banking and Finance, Elsevier
8. Asia Pacific Financial Markets Journal, Springer
9. The Quarterly Review of Economics and Finance, Elsevier

d. Websites

1. *Reserve Bank of India* Retrieved on 13 July 2022 https://www.rbi.org.in/
2. *India Brand Equity Foundation* Retrieved on 13 July 2022 https://www.ibef.org/
3. *SWIFT- The global provider of secure financial messaging services* Retrieved on 13 July 2022 https://www.swift.com/
4. *Economic Times* Retrieved on 13 July 2022 https://economictimes.indiatimes.com/

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5. *Indian Institute of Banking and Financial Services* Retrieved on 13 July 2022 https://www.iibf.org.in/
6. *The Multi Commodity Exchange of India Limited (MCX)* Retrieved on 13 July 2022 ttps://www.mcxindia.com/
7. *NSE India* Retrieved on 13 July 2022 https://www.nseindia.com/
8. *Finance Derivative* Retrieved on 13 July 2022 https://www.financederivative.com/
9. *Risk Net* Retrieved on 13 July 2022 https://www.risk.net/

1. Other Electronic Resources

d. Software: MS Excel

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Course Specifications: Start Up and Trade Finance

Course Title	Start Up and Trade Finance
Course Code	BAE504A
Course Type	Specialisation - Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course aims to equip students with competencies required to function as trade finance practitioners. The students are taught to possess the needed skill and knowledge to understand clients' needs. It also enables the students to handle trade bills of individual clients to attain professional standards. The students are taught the valuation of the startups and identify the risks involved in the venture prior to financing.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify the standard process and practices followed in international trade
CO-2. Examine the competitiveness and profitability of potential international trade
CO-3. Assess the risks involved in international trade and form strategies
CO-4. Develop the plan for investment pitch for potential in startup ventures

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5. Course Contents

Unit 1 (Introduction): International Trade Practices –Product RISK- Commercial Risk-Product Risks - Commercial Risks (Purchaser Risks) - Adverse Business Risks - Political Risks--Currency Risks -Financial Risks- Identifying Cost And Price- Elements Identifying Risk Negotiating International Contracts Method Of Payment And Payment Terms Pricing Strategies

Unit 2 (Trade Policy): Free Trade and Protection. Tariffs, Quotas and Subsidies. Terms of Trade, Exchange Rates, Fixed and Flexible. Exchange Control - Methods Of Payment Different Methods Of Payment Bank Transfer (Bank Remittance) Cheque Payments - Documentary Collection - Letter Of Credit - Counter-Trade - Guarantees And Standby Letters Of Credit- Terms Of Payment And Cash Management -Contents Of The Terms Of Payment -Pre-Shipment Finance - Supplier Credits- Refinancing Of Supplier Credits -Buyer Credits -Structured Trade Finance - Project Finance And Joint Venture

Unit 3 (Trade Settlement): Open Account, Clean Advances, Documentary Credit and Documentary Collection. Documentary Credit (Letter Of Credit): Types of LC – Parties, Mechanism with Illustration. Documents Involved In International Trade: Statutory Documents, Financial Documents, Transport Documents, Risk Bearing Documents. Introduction to Exchange Rate Mechanism -Spot-Forward Rate, Exchange Arithmetic. Forward, Swap Futures and Options

Unit 4 (Startup Finance): Introduction – Startup Funding- Angel Investment- Venture Domestic VC And Foreign VC Funding- Capital Funding- Private Equity Funding- Crowd funding- Loan Syndication- Procedures And Documentation In Startup Funding- Evaluating The Different Startup Potential

Unit 5 (Policies): Startup Policies- MSME Policies- Compliances Requirements of the Startups – Tax Rebate- Policies and Exemptions Relating to the Loan Repayments for the Startups

Unit 6 (Return on Investments) - Seed Funding – Funding for Scaling Up- Funding Rounds Current Value of the Company - Pre-Money Valuations (Valuation of a Company Prior to an Investment) of Early-Stage Companies Valuation

6. Course Map (CO-PO Map)

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	3		2	2
	CO-2	1	2		3	
	CO-3	2	3			1
	CO-4			1	3	2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

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7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		40
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		05
1. Solving Numerical Problems	5	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Course/Workshop	00	
Others		25
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	05	
4. Brain Storming Sessions	00	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Banking and Financial Services) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous Evaluation or SEE – Semester End Examination) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

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The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.
Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, Assignment , Examination
5.	Problem Solving Skills	Class room, Assignment ,Examination
6.	Practical Skills	Class room, Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and Presentation
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Group discussions and Case study
15.	Leadership Skills	Presentation

10. Course Resources

2. Essential Reading

d. Course notes
e. International Trade Finance 2017 Edition, Taxman publications

3. Recommended Reading

1. Robert D. Hisrich, Michael P. Peters, (2017) Dean A. Shepherd. Description: Tenth Edition

4. Magazines and Journals

d. Business Today
e. Business India
f. Business World
g. Entrepreneurship
h. Start Us Magazine
i. The Startup Magazine
j. Entrepreneurship Theory and practice , Wiley publications
k. International Entrepreneurship and Management Journal, Spriger Publications
l. Journal of international Entrepreneurship and small business , Inderscience

5. Websites

d. Startups Karnataka 2022.startups and contacts, [online] Available at: <http://karntakastartups.org> [Accessed 11 July 2022].

6. Other Electronic Resources

d. MS excel

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Course Specifications: Start Up and Trade Finance

Course Title	Start Up and Trade Finance
Course Code	BAE504A
Course Type	Specialisation - Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course aims to equip students with competencies required to function as trade finance practitioners. The students are taught to possess the needed skill and knowledge to understand clients' needs. It also enables the students to handle trade bills of individual clients to attain professional standards. The students are taught the valuation of the startups and identify the risks involved in the venture prior to financing.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify the standard process and practices followed in international trade
CO-2. Examine the competitiveness and profitability of potential international trade
CO-3. Assess the risks involved in international trade and form strategies
CO-4. Develop the plan for investment pitch for potential in startup ventures

5. Course Contents

Unit 1 (Introduction): International Trade Practices –Product RISK- Commercial Risk-Product Risks -

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Commercial Risks (Purchaser Risks) - Adverse Business Risks - Political Risks--Currency Risks -Financial Risks- Identifying Cost And Price- Elements Identifying Risk Negotiating International Contracts Method Of Payment And Payment Terms Pricing Strategies

Unit 2 (Trade Policy): Free Trade and Protection. Tariffs, Quotas and Subsidies. Terms of Trade, Exchange Rates, Fixed and Flexible. Exchange Control - Methods Of Payment Different Methods Of Payment Bank Transfer (Bank Remittance) Cheque Payments - Documentary Collection - Letter Of Credit - Counter-Trade - Guarantees And Standby Letters Of Credit- Terms Of Payment And Cash Management -Contents Of The Terms Of Payment -Pre-Shipment Finance - Supplier Credits- Refinancing Of Supplier Credits -Buyer Credits -Structured Trade Finance - Project Finance And Joint Venture

Unit 3 (Trade Settlement): Open Account, Clean Advances, Documentary Credit and Documentary Collection. Documentary Credit (Letter Of Credit): Types of LC – Parties, Mechanism with Illustration. Documents Involved In International Trade: Statutory Documents, Financial Documents, Transport Documents, Risk Bearing Documents. Introduction to Exchange Rate Mechanism -Spot-Forward Rate, Exchange Arithmetic. Forward, Swap Futures and Options

Unit 4 (Startup Finance): Introduction – Startup Funding- Angel Investment- Venture Domestic VC And Foreign VC Funding- Capital Funding- Private Equity Funding- Crowd funding- Loan Syndication- Procedures And Documentation In Startup Funding- Evaluating The Different Startup Potential

Unit 5 (Policies): Startup Policies- MSME Policies- Compliances Requirements of the Startups – Tax Rebate- Policies and Exemptions Relating to the Loan Repayments for the Startups

Unit 6 (Return on Investments) - Seed Funding – Funding for Scaling Up- Funding Rounds Current Value of the Company - Pre-Money Valuations (Valuation of a Company Prior to an Investment) of Early-Stage Companies Valuation

6. Course Map (CO-PO Map)

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	3		2	2
	CO-2	1	2		3	
	CO-3	2	3			1
	CO-4			1	3	2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		40
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	

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Numeracy		05
1. Solving Numerical Problems	5	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Course/Workshop	00	
Others		25
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	05	
4. Brain Storming Sessions	00	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Banking and Financial Services) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous Evaluation or SEE – Semester End Examination) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, Assignment , Examination
5.	Problem Solving Skills	Class room, Assignment ,Examination
6.	Practical Skills	Class room, Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and Presentation
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Group discussions and Case study
15.	Leadership Skills	Presentation

10. Course Resources

a. Essential Reading

e. Course notes

f. International Trade Finance 2017 Edition, Taxman publications

b. Recommended Reading

2. Robert D. Hisrich, Michael P. Peters, (2017) Dean A. Shepherd. Description: Tenth Edition

c. Magazines and Journals

g. Business Today
h. Business India
i. Business World
j. Entrepreneurship
k. Start Us Magazine
l. The Startup Magazine
m. Entrepreneurship Theory and practice , Wiley publications
n. International Entrepreneurship and Management Journal, Spriger Publications
o. Journal of international Entrepreneurship and small business , Inderscience

d. Websites

a. Startups Karnataka 2022.startups and contacts, [online] Available at: <http://karntakastartups.org> [Accessed 11 July 2022].

e. Other Electronic Resources

a. MS excel

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Course Specifications: MBA Dissertation and Publication

Course Title	MBA Dissertation and Publication
Course Code	BAP602A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to give an insight to the students on application of principles of research methodology, preparation of research project proposal, research project management, execution of research project and effective technical communication and presentation. It also emphasizes the need and the relevance of a structured approach to identify a research topic and undertake research. This module provides an opportunity for students to apply theories and techniques learnt during program work. The student is also required to submit the paper to a conference approved by the department and make a presentation to the examiners in the faculty.

2. Course Size and Credits:

Number of credits	14
Credit Structure (Lecture: Tutorial: Practical)	01:01:12
Total hours of interaction during the semester	400
Number of semester weeks	15
Department responsible	Management Studies/ Commerce
Course marks	Total Marks : 200
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

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4. Course Outcomes

After undergoing this course students will be able to:

CO-1. Critically review scholarly literature collected from various sources for the
   i. project purpose and formulate a research problem
CO-2. Prepare and present a research proposal
CO-3. Conduct research to achieve research objectives
CO-4. Propose new ideas/methodologies or procedures for further improvement of
   i. the research undertaken
CO-5. Create research document and write and submit research papers for publication in reputed journals

5. Course Contents

Course Content (Indicative)
Research Methodology : Information search, retrieval and review Use of conceptual models and frameworks Problem solving , Evaluation Interpretations , drawing conclusions Proposing ideas or methods for further work Thesis writing Oral presentation Authoring Research paper Presentation and Analysis of data Interpretation of data in a conference or in SCOPUS indexed /UGC Care journals

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			2	
	CO-2				3	2
	CO-3	2	3	2		
	CO-4		3	2		
	CO-5				3	2

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Information search, retrieval and review, Project definition and project planning	ReadingJournalpapers, booksand otherrelevant materialsandproblem formulation	150
Use of conceptual models and Frameworks	Individual work with supervisors guidance	50
Problem solving and Evaluation	Individual work with supervisors guidance	50
Interpretations and drawing Conclusions	Individual work with supervisors guidance	50
Proposing ideas or methods for further work	Individual work with supervisors guidance	20
	Thesis/Report	20

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Create research document and write research papers for publications	writing/Presentation	
	Authoring research paper/Publication	20
Defend the research findings in front of scholarly audience	Presentation Preparation	20
Tests/Examinations/presentations preparation		20
	Total	400

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

	Component 1: CE (50% Weightage)		
Subcomponent	**SC1**	**SC2**	**Semester End Examination: SEE (50% weightage)**
Subcomponent Type	**Interim and Final Report Presentation**	**Paper Development and Upload**	**Report**
Maximum Marks	**50**	**50**	**100**
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4	X	X	X
CO-5	X	X	X

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving Cos

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Thesis
2.	Understanding	Thesis
3.	Critical Skills	Thesis
4.	Analytical Skills	Thesis
5.	Problem Solving Skills	Thesis

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6.	Practical Skills	Thesis
7.	Group Work	---
8.	Self-Learning	Thesis
9.	Written Communication Skills	Report writing
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioural Skills	Thesis
13.	Information Management	Thesis
14.	Leadership Skills	Thesis

10. Course Resources

a. **Essential Reading**

1. Booth W. C, Colomb and G.G Williams. (2005) The Craft of Research, Chicago University Press
2. Willium M.K and Trochim. (2003)Research Methods, 2nd Edition, Biztantra Publications
3.Jonathan Grix. (2004) The Foundation of Research, Palgrave Study Guides

b. **Recommended Reading**

1. Wisker Gina. (2001) The Post Graduate Research Handbook, Palgrave
2. Rugg G. and Petre M. (2004) The Unwritten Rules of Ph.D research, Open University

c. Magazines and Journals

1. **Websites – Google Scholar**
2. **Other Electronic Resources- EBSCO, Google Scholar**

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RAMAIAH UNIVERSITY OF APPLIED SCIENCES

Programme Specifications

M.B.A. (Business Analytics) Degree Programme

Programme Code: 101

Faculty of Management and Commerce

Batch 2022-2023 Onwards

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University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) focuses on student-centric professional education and motivates its staff as well as students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

To be an institute of excellence imparting Management Education for various Stakeholders to be Co-creators, Leaders and Entrepreneurs for Societal and Global Prosperity

Mission

M1. To inculcate life-long learning attribute through contemporary Pedagogical Techniques and Assessment

M2. To cultivate critical thinking capabilities and promote multidisciplinary research for contextual problem solving through a scientific approach

M3. To instill innovative Business Practices and Entrepreneurial Intentions for Sustainable Growth and Outreach

M4. To develop Leaders with a holistic mindset sensible to humanity and Society

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences
5. To instill the spirit of entrepreneurship in our youth ~~to~~ and help to create ~~more~~ career opportunities in the society by incubating and nurturing technology product ideas, and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with Universities, Industries, Businesses, Research Establishments, NGOs, International Organizations, Governmental Organizations in India and Abroad to enrich the experiences of faculties and students through research and developmental programmes

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Programme Specifications: M.B.A. (Business Analytics)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	101
Programme Name	M.B.A. (Business Analytics)
Dean (I/C) of the Faculty	Dr. K.M. Sharath Kumar
Head of the Department	Dr. K.M. Sharath Kumar

1. **Title of the Award:** M.B.A. (Business Analytics)
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** October 2023
7. **Date of Programme Approval by the Academic Council of MSRUAS:** November 2023
8. **Next Review Date:** September 2025
9. **Programme Approving Regulating Body and Date of Approval:** All India Council for Technical Education, New Delhi, 24-May-2023
10. **Programme Accredited Body and Date of Accreditation:** Not Applicable
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** Not Applicable
14. **Rationale for the Programme**

    There is large scale adoption of Business Analytics all over the world. Especially in the developed world, mere information consumption of historic events (Descriptive Statistics) has progressed into probability and forecasting models (Predictive Analytics). This leads to prediction of future events before they occur and offer recommendation to managers to improve business decisions (Prescriptive Analytics). Applied thinking is being implemented to achieve superior value for all stakeholders. Hence, there is a growing need for trained analytics professionals who can implement various business analytics solutions for profitability and eventually, competitive advantage of their firm.

    The below Table 1 lays out some applications in various Industries for the various types of business analytics solutions.

Industry	Descriptive	Predictive	Prescriptive
Fraud and Risk Detection	Characteristics of defaulting customers	Probability that a customer will default	Impact of lost sale versus long term profit

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Industry	Descriptive	Predictive	Prescriptive
Oil and Gas	Characteristics of wells with greatest production	Probability that the next well will yield results Probability of finding oil at x feet	Isolation of variables with greatest impact on Production
Health Care	Patient profile Traffic of patients currently Trend in past few years	Probability of increase in number of patients Forecast of demand for hospital services	Planning for addition of new beds, expansion of existing facility versus adding a new one
Logistics	Most profitable routes Best delivery time and accuracy Cost efficient means of transport	Probability that a shipment is delayed Probability that Customer is dis-satisfied with late or inaccurate delivery	Which routes to close, which to expand, which to consolidate Where to increase warehousing How many trucks to add to fleet
Marketing	Market Basket Reports Customer Profitability Reports Product Profitability Reports	Likelihood that customer will churn Prediction of future customer purchases	Store Layout Marketing Messages Maintain inventory Recommendation Engines
Insurance	Existing Risk Profile Profitability of regions Profitability of Customers Profitability of products	Prediction of default in premium Prediction of Insurance Fraud	Which customer to target and which to avoid Detection of fraud and reduction of false payouts
Human Re source Manage ment	Report on employee performance Report on attrition levels	Predict productivity level by department Predict level of compensation	Which employee should be compensated more How to lower attrition
Finance	Performance of client portfolio Performance	Prediction of profitability	Improvement required in firm operations to increase

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Industry	Descriptive	Predictive	Prescriptive
	relative to Market portfolio Sectoral and firm wise analysis	Prediction of EPS	profitability

There is a gap in knowledge as evidenced by the large number of jobs available in Data Science and Business Analytics domains. Skills required for the job of Data Scientist and Business Analytics professionals include analyzing reports on the business as to how it has performed in the past (Descriptive Analytics), creating prediction models as to what variables in the Business get impacted (Predictive Analytics) and discovering how the business needs to adapt in order to capitalize on the specific opportunity (Prescriptive Analytics)

This Analytics program aims to be innovative with the use of state-of-the-art tools and techniques. The program will use excellence in teaching with the help of case studies. It will help promote integrity and quality using objective and factual solutions. Quality will be improved with the help of accurate and timely information to facilitate managerial decision making.

Student will uncover hidden or unexpected connections, correlations, patterns, and trends to drive better decisions, to develop big data solutions that are usable and deliver value, explore the future of big data, machine learning, and artificial intelligence, use conceptual frameworks and tools to recognize the power and potential of data to implement strategic initiatives and drive competitive advantage, network with peers from diverse industries and functional areas to get fresh ideas about how data can be used effectively.

The impact on Society will be good because the standard of decision making will be of better quality. The dissemination of data will empower common people and will create a sense of objectivity in decision making in both public and private domains.

15. Graduate Attributes (GAs)

GA-9. Knowledge of Business Management: Demonstrate deep understanding of conceptual knowledge in their chosen specialisation

GA-10. Ethics and Social Responsibility: Demonstrate ethical and socially responsible behaviour in Business decisions

GA-11. Relevant Technological Literacy: Ability to leverage appropriate technology for business decisions

GA-12. Problem Solving and Decision Making: Utilise critical and innovative thinking to identify and solve business problems

GA-13. Entrepreneurial Awareness: Acquire relevant knowledge to establish entrepreneurial ventures

GA-14. Global Citizenship: Exhibit team work and effective communication to adapt to cross-functional and multicultural work environments

GA-15. Research and Lifelong Learning: Ability to conduct business research and solve problems in a dynamic business environment

GA-16. Leadership: Exhibit initiative, intrapreneurial skills and lead teams effectively

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16. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

17. Programme Goal

The programme goal is to produce postgraduates who will be able to apply management tools and techniques to optimally use scarce resources and emphasize on holistic decision-making with empathy to improve transparency as well as mitigate risks for a business process.

18. Program Educational Objectives (PEOs)

PEO-1. Practice contemporary global management principles in a wide range of business and real-world paradigm

PEO-2. Conduct applied research for addressing relevant business and societal concerns through an evidence based approach

PEO-3. Excel as aspiring Intrapreneurs and Entrepreneurs for Societal Well-being

PEO-4. Bestow Human Values with a rational mind-set for contingent business solutions

19. Programme Structure:

Semester 1

Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAC501A	Managerial Skills and Business Communication	03	00	02	04	100
2	BAC502A	Human Resource Management	03	02	00	04	100
3	BAC 503A	Managerial Economics	03	00	02	04	100
4	BAC504A	Managerial Accounts	03	02	00	04	100
5	BAC505A	Marketing Management and Marketing Research	03	00	02	04	100
6	BAC506A	Operations Management	03	00	02	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Semester 2

Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAC507A	Strategic Management, CSR and Sustainability	03	02	00	04	100
2	BAC508A	Business Mathematics, Statistics and Analytics	03	00	02	04	100
3	BAC509A	Management Information Systems	03	00	02	04	100
4	BAC510A	Business Law and Corporate Governance	03	00	02	04	100
5	BAC511A	Corporate Finance	03	00	02	04	100
6	BAC512A	Innovation and Entrepreneurship	03	02	00	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

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Between Semester 2 and Semester 3

Industry Internship					
Sl. No.	Code	Course Title	Practical (H/W/S)	Total Credits	Max. Marks
1	BAI513A	Industry Internship	16	08	100
	Total Number of Contact Hours Per Week in Industry		16		

Semester 3							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAE541A	Data Analytics	03	00	02	04	100
2	BAE542A	Business Intelligence and Visual Analytics	03	00	02	04	100
3	BAE543A	Introduction to Python	03	00	02	04	100
4	BAE544A	Machine Learning for Business	03	00	02	04	100
5	(Minor-1)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization	03	00	02	04	100
6	(Minor-2)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization	03	00	02	04	100
		Total	18	00	12	24	600
	Total Number of Contact Hours Per Week		30				

Between Semester 3 and Semester 4

Industry Internship					
Sl. No.	Code	Course Title	Practical (H/W/S)	Total Credits	Max. Marks
1	BAP601A	Group Project	16	08	100
	Total Number of Contact Hours Per Week in Industry		16		

Semester 4							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAP602A	MBA Dissertation and Publication	0	0	28	14	100
		Total				14	100
	Total Number of Contact Hours Per Week in Industry		28				

Note:

7. The Vacations and other activities shall be as per the Timetable and Academic Calendar for the corresponding batch
8. Students will undergo Summer Internship between 2nd and 3rd Semesters
9. Summer Internship will be evaluated in the 3rd Semester
10. Group Project will be initiated at the end of Semester 3 and evaluated before Semester 4

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11. Research Methodology will be taught as a Value-Added Course
12. Minimum 20 Students are required to deliver Major Specialization

20. Course Delivery: As per the Timetable

21. Teaching and Learning Methods

1. Face to Face Lectures using Audio-Visuals
2. Workshops, Group Discussions, Debates, Presentations
3. Cases, Case study, Case lets
4. Demonstrations
5. Guest Lectures
6. Laboratory work/Field work
7. Industry Visit
8. Seminars/ Conferences
9. Group Exercises
10. Project Exhibitions
11. Management Festivals

22. Assessment and Grading

22.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-End Examination (SEE): This component represents the summative assessment carried out in the form of an examination conducted at the end of the semester.

Marks obtained in CE and SEE components have equal weightage (CE: 50% and SEE: 50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

22.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

Theory Course	
Mid-Term Exam (SC1)	Assignment/Presentation and Class Participation (SC2)
25 Marks	25 Marks

There shall be two sub - components of CE (SC1 and SC2). Each sub-component is evaluated individually for 25 marks. Apart from Mid-Term 25 Marks, the other components of CE can be of any of the following types:

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a) Online Test
b) Assignments/Problem Solving
c) Presentation
d) Field Assignment
e) Open Book Test
f) Portfolio
g) Reports
h) Case Study
i) Group Task
j) Quiz
k) Any other

After the two subcomponents are evaluated, the CE component marks are determined as:

CE Component Marks = SC1 + SC2 (Scaled Down to 25 Marks Each)

An additional sub-component may be used at the discretion of the Faculty/Department. The Department can conduct the 3rd subcomponent SC3, if this subcomponent provides benefit to students. If the Department/Faculty conducts the SC3 subcomponent of evaluation, and the score obtained by the student in SC3 is greater than the lowest score of the previous two subcomponents SC1 and SC2, then it replaces the lower of the two scores.

23. Student Support for Learning

1. Course Notes
2. Reference Books in the Library
3. Magazines and Journals
4. Internet Facility
5. Computing Facility
6. Laboratory Facility
7. Staff Support
8. Lounges for Discussions
9. Any other support that enhances their learning

24. Quality Control Measures

10. Review of Course Notes
11. Review of Question Papers and Assignment Questions
12. Student Feedback
13. Moderation of Assessed Work
14. Opportunities for Students to see their Assessed Work
15. Review by External Examiners and their Reports
16. Staff Student Consultative Committee Meetings
17. Student Exit Feedback
18. Board of Examination

25. Programme Map (PO Map)

Sem.	Course Title	PO-1	PO-2	PO-3	PO-4	PO-5
1	Managerial Skills and Business Communication	3	1		3	3
1	Human Resource Management	1	2	2		3
1	Managerial Economics	2	3		3	3
1	Managerial Accounts	3			3	3
1	Marketing Management and Marketing Research	3	3	3	2	3

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1	Operations Management	3	1	1	3	3
2	Strategic Management, CSR and Sustainability	1			3	2
2	Business Mathematics, Statistics & Analytics	3	1	1	3	3
2	Management Information Systems	1	2		3	3
2	Business Law and Corporate Governance	2	3	2	1	1
2	Corporate Finance		1	3	2	1
2	Innovation and Entrepreneurship	3	2	2	2	2
B/W 3&4	Industry Internship	2				3
3	Data Analytics	2		2	1	3
3	Business Intelligence and Visual Analytics	3	2		2	3
3	Introduction to Python	3			3	2
3	Machine Learning for Business	3	1	2	2	3
B/W 3&4	Group Project	2		1	2	2
4	MBA Dissertation and Publication	3	2		2	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

26. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

27. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. The Students are involved in planning and organizing the activities.

28. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.

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Course Specifications: Managerial Skills and Business Communication

Course Title	Managerial Skills and Business Communication
Course Code	BAC501A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce to students, the fundamentals of Management Concepts and Managerial Skills. The course is intended to introduce the various functions of management, levels of management and skills associated with various levels of management. Students will also gain an appreciation of the roles of a Manager and Leader.

This course aims at equipping students with the essentials of business communication. Business Communication is essential since it is the important process through which managers and organizations in their entirety accomplish the set objectives culminating in the success.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply Fundamental Management Principles for Effective Decision-Making
CO-2. Analyze and Managerial Skills and their Organizational Impact
CO-3. Evaluate Proficient Business Communication Strategies
CO-4. Develop Persuasive Oral and Written Communication for Leadership Impact

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5. Course Contents

Unit 1 (Introduction): Concept of Fundamentals of Management, Evolution of Management Thought, Scope, Functions Principles of Scientific Management and Principles of Modern Management

Unit 2 (Functions of Management): Planning, Organizing, Staffing, Leading, Controlling and Leadership and Motivation theories

Unit 3 (Managerial Skills): Various skills required for management and leadership, Conceptual skills, Technical skills, Human skills, Leadership skills, Communication skills and associated skills

Unit 4 (Nature of Business Communication): Introduction, Types of Business Communication, Communication Network in Organizations; Importance of Listening in the Workplace: Introduction, Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context

Unit 5 (Reading Skills): Introduction, Types of reading, SQ3R (Survey, Question, Read, Retrieve, and Review) Technique of Reading

Unit 6 (Written Business Communication): Introduction, General Principles of Writing, Principles of Business Writing, Internal Business Communication: Writing Memos, Circulars and Notices, Communicating through Email, Communication with Stakeholders

Unit 7 (Internal and External Business -Communication): Writing Business Reports: Introduction, Types of Business Reports, Format for Business Reports, Steps in Report Preparation; Proposals

Unit 8 (Presentation Skills): Public speaking including Message development, content, projection, inflection and delivery

Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2			2
	CO-2	2	3			3
	CO-3	2		2	3	
	CO-4		2	3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		0
1. Solving Numerical Problems	00	
Practical Work		10
1. Course Laboratory – MS OFFICE	05	

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2. Computer Laboratory	00	
3. Workshop	05	
Others		20
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

a. Essential Reading

a. Course notes
b. Harold K & and Heinz. W, (2015) Essentials of Management, 6th edition, Tata McGraw-Hill, New Delhi
c. Krishnamacharyulu CSG, (2016) Business Communication, Himalaya Publishing House

b. Recommended Reading

a. Prasad, L. M. (2015). Principles and Practice of Management. 9th edition, S Chand and sons
b. V. Lesikar, John D. Pettit, Jr., Marie E. Flatley. (1999), Basic Business Communication, 8th Edition, Tata McGraw Hill

c. Magazines, Periodicals and Journals

a. Economic Times, Business Standard, Hindu Business Line
b. Business Today
c. Business India
d. Business World: ABP Group - Fortnightly business magazine
e. Prabandhan: Indian Journal of Management: Informatics Publishing Limited – Monthly issue
f. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited – Quarterly issue

d. Websites

WWW.NPTEL.AC.IN
WWW.SWAYAM.GOV.IN/NC_DETAILS/NPTEL

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Course Specifications: Human Resource Management

Course Title	**Human Resource Management**
Course Code	BAC502A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Human Resource Management and its role within the modern organisation. Students are introduced to the concepts of Personality, Attitude, Perception and Behavior in Organisations. In addition, students are taught to analyse the concepts of recruitment, training and performance management. Students are also exposed to basic concepts of organisational design and organisational life cycle. Further, students will gain hands-on experience in HR Processes.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Applying the concepts of Human Resource Management in an organization
CO-2. Analyzing the contribution of Organisation Behaviour in managing human resources of an organisation
CO-3. Evaluating the approaches to human resource strategies in terms of recruitment, training & development, and performance management
CO-4. Propose the principles of Industrial Relations and Conflict Management using advanced strategies

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5. Course Contents

Unit 1 Human Resource Management (HRM) Overview and Human Resource Planning: Concepts and Evolution of HRM, Difference between HRM and Personnel Management, HRM Objectives, HRM Functions, Role of the HR Practitioner, Strategic HRM and its Importance, Organisation of HR Department and Best HR Practices. Objectives of HR Planning, Planning Process, Benefits, Job Analysis, Job Description and Job Specification, Job Design and its Significance

Unit 2 Introduction to Organisational Behaviour, Culture, Structure and Design (OB): OB Model and Goals of OB, Foundations of Individual Behavior - Individual differences, Ability, Perception, Aptitude, Attitude, Learning, Personality, Foundations of Group Behavior - Group Properties, Group Development and Johari Window, Emotional Intelligence, Role of Organisations in Society, Organisation Structure and its Elements, Organisational Design and its Importance, Organisational Culture and its Types.

Unit 3 Recruitment, Training & Development: Recruitment and Selection, Recruitment Planning Process, Selection - Significance and Methods, Psychometric Tests for Hiring, using Social Media for Hiring, Induction, Training and Development, Career Management, HR Audit, Separations, Promotions, Transfers.

Unit 4 Performance and Compensation Management: Introduction, Objectives of Performance Management, Cycle of Performance Management, Performance Appraisal System, Methods of Appraisal - Traditional and Contemporary, Reward Management - Grade and Pay Structures, Rewarding Special Groups, Employee Compensation and Benefits.

Unit 5 Industrial Relations and Conflict Management: Industrial Relations, Objectives, Employee Relations Process and Approaches - Employee Voice and Grievances, Causes and Effects of Grievances, Grievance Handling Procedure, Employee Health and Safety and Factories Act, Conflict Management, Conflict Resolution Process.

Course Map (CO-PO Map)



Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3	2	2	2	2
CO-2	3	3	3	2	2
CO-3	3	3	2	3	3
CO-4	3	3	2	3	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00

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1. Solving Numerical Problems	00	
Practical Work		07
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Role Plays	07	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		18
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Human Resource Management). The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Case-study Presentations
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Group Discussions
15.	Leadership Skills	Group Discussions

9. Course Resources

a. Essential Reading

1. Course Notes
2. Dessler, G., 2017. *Human Resource Management*. 15th ed. Upper Saddle River (N.J.): Prentice Hall.
3. Robbins, S. and Judge, T., 2018. *Organizational Behavior*. 18th ed. New Delhi: Pearson.

b. Recommended Reading

a. Armstrong, M. and Taylor, S., 2020. *Armstrong's Handbook of Human Resource Management Practice*. 15th ed. New York: Kogan Page.

b. Monappa, Arun. (2017) *Industrial Relations,* 2nd ed. McGraw Hill Education, New Delhi

c. Magazines and Journals

1. HBR Magazine
2. International Journal of Organizational Analysis, Emerald Group Publishing Ltd
3. Participation and Empowerment: An International Journal, MCB UP Ltd
4. Development and Learning in Organizations, Emerald Group Publishing
5. Elsevier and springer and people matter

d. Websites

a. Management Library. 2022. *Management Library*. [online] Available at: <https://managementhelp.org/> [Accessed 10 July 2022].

b. SHRM. 2022. *SHRM - The Voice of All Things Work*. [online] Available at: <http://www.shrm.org/> [Accessed 10 July 2022].

c. Valamis. 2022. *What Is Talent Management? Model, Strategy, Process*. [online] Available at: <https://www.valamis.com/hub/talent-management> [Accessed 10 July 2022].

e. Other Electronic Resources

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Course Specifications: Managerial Economics

Course Title	Managerial Economics
Course Code	BAC503A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with economics for managerial decision making. Students will be introduced to concepts such as scarcity and efficiency, problems of economic society, demand and supply analysis and elasticity. Further, concepts related to consumer behavior, producer behavior, and cost analysis as well inclusion of advanced topics in economic analysis are highlighted. Students will also be familiarized with Gross Domestic Product (GDP), national income and analyze the implications of changes in fiscal and monetary policies.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the concepts of microeconomics, macroeconomics and consumer behavior
CO-2. Analyze with the help of forecasting techniques to address demand-supply concerns
CO-3. Evaluate economic logic for managerial decision making
CO-4. Discuss implications of changes in Government fiscal and monetary policies

5. Course Contents

Unit 1 (Introduction to Managerial Economics): Economic Systems, Principles of Managerial

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Economics, Integration with Other Managerial Decision-Making Process, Tools and Analysis of Optimization, Role of Government, Private, Competition Vs. Cooperation.

Unit 2 (Demand-Supply Analysis and Consumer Behaviour): Definitions, Determinants, Laws and Curves of Demand and Supply, Demand Forecasting, Qualitative and Quantitative Interpretation of Demand, Law of Diminishing Marginal Utility, Consumer and Producer Surplus, Analysis of Consumer Behavior, Individual Consumer Decisions, Analysis of Consumer Decisions in Terms of their Underlying Preferences Consumer Preferences, Use of Utility Function to Make Predictions about Consumer Preferences.

Unit 3 (Analysis of Production, Costs and Revenues): Cost of Factors Involved in Production, Variable and Fixed Cost, Average and Marginal Cost, Real and Opportunity Cost, Economies of Scale, Law of Returns: Constant, Decreasing and Increasing Returns.

Unit 4 (Market Structures and Decision Making): Market Types, Perfect Competition, Price Determination and Equilibrium, Monopoly - Features, Equilibrium Condition, Price Discrimination, Monopolistic Competition – Features, Oligopoly - Cartels, Pricing Strategy, Sustainability Business Model.

Unit 5 (Fiscal and Monetary Policies): Gross Domestic Product, Consumer Price Index, Inflation Measurement and Adjustment, Standard of Living, Physical and Human Capital, Factors Affecting Productivity, The Business Cycle, Fiscal Policy Tools, Automatic Stabilizers, Contractionary and Expansionary Gaps, Inflows, Outflows and Restrictions Exchange Rates, Currency Appreciation and Depreciation, Trade Deficits and Surpluses.

Unit 6 The Keynesian System and Post Keynesian Macroeconomics: The Problem of Unemployment, The Simple Keynesian Model, Equilibrium Output, Components of Aggregate Demand, Equilibrium Income, Role of Fiscal Policy and Multiplier, Exports and Imports in the Simple Keynesian Model; Interest Rates And Aggregate Demand; Keynesian Theory Of The Interest Rate; Money Supply and Money Demand in Keynesian Framework, New Classical Position: Keynesian Counter Critique, Rational Expectations Hypothesis, Business Cycle Theories, Multiplier –Accelerator Intersection Model, Business Cycle Theory, Political Business Cycle Model, New Keynesian Economics: Menu Cost Theory, Efficient-Wage Theory, Insider-Outsider Model and Hysteresis, Analysis of Case Studies.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	2	1		2
	CO-2	2	3		3	3
	CO-3	3	2	1	3	3
	CO-4	2	3	2	2	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

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7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		15
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	00	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

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The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Class room discussions, case study
6.	Practical Skills	Group activity, field study
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Group discussion

10. Course Resources

a. Essential Reading

1. Course notes
2. Paul A.S. and William N.D. (2010) *Economics*, 19th edition, McGraw Hill
3. Froyen, R. T. (2015) *Macroeconomics: Theory and Policies*, 10th edition, Pearson

b. Recommended Reading

1. Perloff, J. M. (2019) *Microeconomics*, 7th edition, Pearson
2. Varshney, R.L. and Maheshwari, K. L. (2014) *Managerial Economics*, 22nd revised edition, Sultan Chand & Sons
3. Paul, J. (2018) *Business Environment*, 4th edition, McGraw Hill education

c. Magazines and Journals

1. Economic and Political Weekly
2. Chartered Secretary
3. Chartered Accounts Today
4. Industrial Economist
5. Quarterly Journal of Economics, Oxford University Press
6. Review of Economics and Statistics, MIT Press Journals
7. Journal of Accounting and Economics, Elsevier

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d. Websites

a. Theory and Applications of Economics, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

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Course Specifications: Financial Accounting

Course Title	Managerial Accounts
Course Code	BAC504A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of accounting for managers. The students are taught the concepts and principles of accounting and analysis of financial statements. Students are also trained to calculate depreciation using different methods and prepare the final accounts of sole proprietary business and company

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Discuss the concepts and principles of accounting
CO-2. Evaluate the financial statements of the company for decision making
CO-3. Analyse the cash flow and fund flow statements for decision-making
CO-4. Develop the final accounts of the company and generate reports in Tally

5. Course Contents

Unit 1 (Introduction): Types of Accounting, Users of Accounting information, Concepts and Conventions of Accounting, Accounting Equation, Golden rules of accounting, Accounting Cycle, Accounting Standards, Indian GAAP, Introduction to IFRS

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Unit 2 (Accounting Records): Accounting Process, Cash Book, Petty Cash book, Trial Balance. Depreciation: Meaning, need & importance of depreciation and types of depreciation

Unit 3 (Final accounts): Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business, preparation of final accounts of companies, Vertical form of financial statements

Unit 4 (Ratio Analysis): Ratio analysis concepts, Uses and demerits of ratios, Calculation various Analysis of financial statements using ratios, Dupont analysis

Unit 5 (Cash flow statement): Preparation of Fund flow and Cash flow Statement. Managerial decision making using Fundamental analysis

Unit 6 (Introduction to Accounting Software): Creation of Company, Configure and Features settings, Generating Reports, Selecting and shutting a Company

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2	1		
	CO-2	3	3		3	
	CO-3	3	2	1	3	
	CO-4	2	3	2	2	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Course/Workshop	00	
Others		05
1. Case Study Presentation	01	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

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8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Banking and Financial Services) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment ,lab
4.	Analytical Skills	Class room, Assignment , Examination
5.	Problem Solving Skills	Class room, Assignment ,Examination
6.	Practical Skills	Class room, Assignment, lab
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and Presentation
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Group discussions and Case study
15.	Leadership Skills	Presentation

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10. Course Resources

1. Essential Reading

a. Course notes
b. Rajashekaran, Lalitha (2022), Financial Accounting, Pearson Publication. Avaialable at Pearson e-library
c. Ramachandran N, Kakani, Ram Kumar. (2022), Financial Accounting for Management, McGraw Hill

2. Recommended Reading

a. Rajesh Chheda. (2018), Learn Tally.ERP 9 with GST, 2nd Edition
b. Guptha Ambrish.(2016) Financial Accounting for Management, Pearson Education
c. Rajesh Agarwal & R Srinivasan. (2005) Accounting Made Easy, Tata McGraw –Hill

3. Magazines and Journals

a. Chartered Secretary , published by The institute of Chartered Secretary of India
b. Chartered Accounts Today , published Arizant
c. Journal of Accountancy. The Journal of Accountancy is a monthly publication for accountants published by AICPA & CIMA
d. International Journal of Managerial and Financial Accounting, Published by Inderscience
e. The Accounting Review, Published by Willey and sons
f. Asian Journal accounting research, Published by Emerald

4. Websites

a. Accounting standards 2022. ICFAI - Accounting, standards, amendments, [online] Available at: <http://www.icai.org> [Accessed 11 July 2022].

5. Other Electronic Resources

a. Software: Tally ERP(11)

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Course Specifications: Marketing Management and Marketing Research

Course Title	Marketing Management and Marketing Research
Course Code	BAC505A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with marketing management essentials required to satisfy customers' needs, wants and demand. Students are taught to integrate the elements of Consumer Behaviour, Sales and Marketing Mix. Students are also introduced to Segmentation, Targeting and Positioning, Integrated Marketing Communications. In addition, students are familiarized with concepts and process of marketing research. Emphasis will also be provided on marketing ethics and socially responsible marketing.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the Principles of Sales and Marketing to a given context.
CO-2. Analyse B2C and B2B consumer Behavior.
CO-3. Recommend Marketing Mix strategies for the targeted segments.
CO-4. Develop a Marketing Plan for a product/service

5. Course Contents

Unit 1 Fundamentals of Marketing: Concepts - Importance and Scope - Consumer Needs and Wants – Scanning Marketing Environment and Analyzing Marketing Mix, An Introduction To Consumer Buying Behavior in B2B and B2C contexts

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Unit 2 Segmentation Targeting and Positioning and Introduction to Product: Introduction to process of Segmenting, Targeting and Positioning, Dealing With Competition, Introduction to concept of "Product" , Product Management Concepts and Product Life Cycle Management, Concepts of Brand, Branding and Brand Management

Unit 3 Pricing Concepts – Introduction to Pricing Strategies - Value Based, Cost Based, Market Based, Competitor Based and New Product Pricing - Process and Evaluation of Price - Types Of Pricing

Unit 4 Distribution Management and Design Of Marketing Channels - Role of Distribution Management and Marketing Channels, Channel Design Decisions, Channel Management Decisions, Channel Integration, Introduction to Conflict, Co-Operation and Control In Channels

Unit 5 Marketing Communications- Role of Marketing Communications, Types of Marketing Communication, Developing Effective Communications, Introduction to Digital Marketing, Social Media Marketing and Deciding on Marketing Communication Mix

Unit 6 Marketing Research and Marketing Plan: Introduction to concept of Marketing Research, Importance of Marketing Research and process of marketing Research, Typical Components of Marketing Plan and Its Relevance To Marketing Research.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			1	
	CO-2		3		2	
	CO-3	3				
	CO-4			3	1	2

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		10
1. Demonstration using Videos	5	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Model Studio	00	
Others		20
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	

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5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures,
3.	Critical Skills	Assignment
4.	Analytical Skills	Classroom discussion, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Case study Presentations

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11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	Assignment
15.	Leadership Skills	Group discussions and case study

10. Course Resources

1. **Essential Reading**
   a. Course notes
   b. G.Shainesh Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth (2022), Marketing Management, Pearson (16th Edition)
   c. Ramaswamy V. S. (2017), Marketing Management: A Strategic Decision Making Approach, Tata McGraw Hill Education Private Limited, 5th Edition
   d. Nargundkar Rajendra (2019), Marketing Research – Text and Cases, 4th edition, McGraw Hill

2. **Recommended Reading**
   a. Armstrong Gary, Kotler Philip, Cunningham, Margaret H. and Cunningham Peggy H. (2008) Principles of Marketing, 7th edition, Pearson Education
   b. Naresh Malhotra. (2016), Essentials of Marketing Research, Pearson Education

3. **Magazines and Journals**
   a. Harvard Business Review
   b. Business India
   c. Business Today
   d. Outlook Business
   e. Entrepreneur
   f. Journal of Marketing
   g. Journal of Consumer behavior
   h. Journal of Interactive Marketing
   i. Indian Journal of Marketing

4. **Websites**
   a. https://harvardmagazine.com/
   b. https://sloanreview.mit.edu/
   c. www.indianjournalofmarketing.com
   d. www.ama.org/

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Course Specifications: Operations Management

Course Title	Operations Management
Course Code	BAC506A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with introduction of operations management and project management. The students are introduced to the importance of operations management and the various tools and techniques that aid in efficient management of manufacturing and service organisations. The underlying concepts and frameworks for managing resources in projects and operations, decision making under certain and uncertain environments, demand forecasting, inventory management and production planning are discussed. The students are also trained on Spreadsheet Solvers and other Decision-Making Tools.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:
CO-1. Apply project management tools for business decision making
CO-2. Examine the concepts of decision making under certainty and uncertainty
CO-3. Evaluate capacity planning, facility location and production planning strategies
CO-4. Formulate forecasting models for demand prediction

5. Course Contents

Unit 1 Introduction to Operations Management: Nature, Importance, Historical Development, Transformation Processes, Differences between Services and Manufacturing - Functions,

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Challenges, Current Priorities, Recent Trends, Operations Strategy, Manufacturing and Service Sector Trends, Services as a Part of Operations Management

Unit 2 Decision Making under Certainty and Uncertainty: Framework for Decision Making, Decision Methodologies, Break-Even Analysis, Decision Trees, Discrete-Event Simulation, Sequencing under Multi-Criteria Decision-Making Framework

Unit 3 Problem Specific Mathematical Models for Effective Decision Making: Game Theory Models for Negotiation, Project Management Methods – Work Breakdown Structure (WBS), Schedule Planning - CPM/PERT.

Unit 4 (Capacity and location planning): Capacity Planning – Definition, Types and Importance; Location planning – Need, Influencing Factors, Location Models

Unit 5 (Demand forecasting): Objectives and Use, Forecasting Methods, Measures of Forecast Error, Applications and Controls

Unit 6 (Materials and Inventory Management): Functions of Materials Management, Material Planning and Control, Need, Objectives and Techniques of Inventory Management – EOQ model, Aggregate Planning and Master Schedule, Mathematical Planning Models, Development of Master Production Schedule (MPS)

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	3			1
	CO-2	2	3			
	CO-3	2	3			1
	CO-4	2	3		1	

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		20
1. Solving Numerical Problems	20	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Engineering Workshop / Course/Workshop /	00	
Others		10
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brainstorming Sessions	00	

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5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination

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10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Assignment

10. Course Resources

1. **Essential Reading**
   a. Course notes
   b. Stevenson, William J. (2015) *Operations Management*, 11th Edition, Mc Graw Hill Education
   c. Mahadevan, B. (2015) *Operations Management: Theory and Practice*, 3rd edition, Pearson

2. **Recommended Reading**
   a. Kumar, S. A., & Suresh, N. (2008) *Operations Management*, 2nd edition. New Age International Publishers
   b. Krajewski, L.J., Malhotra, M.K., Ritzman, L.P. and Srivastava S.K., *Operations Management*, 11th edition, Pearson

3. **Magazines and Journals**
   a. HBR Magazine
   b. Management Science, INFORMS
   c. Journal of Operations Management, John Wiley & Sons
   d. International Journal of Operational Research, Inderscience Publishers

4. **Websites**
   a. Introduction to Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf
   b. Production and Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

5. **Other Electronic Resources**
   a. MS Excel solver
   b. LINDO
   c. GAMS
   d. QM for Windows

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Course Specifications: Strategic Management, CSR and Sustainability

Course Title	Strategic Management, CSR and Sustainability
Course Code	BAC507A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of Strategic Management, CSR and Sustainability. Students are taught concepts of strategy, importance of strategy, formal planning in strategic management. Students are also introduced to Environmental Analysis, Strategic Formulation, Strategic Implementation, Evaluation, Control, CSR and Sustainability for making business decisions.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Analyze various fundamental strategic management concepts, theories, practices and business environments considering global, economic, legal, and ethical aspects.

CO-2. Evaluate strategic plans and their formulation utilising data from diverse sources, assess the implications of strategic choices, and foster critical thinking for sustainable and competitive strategic planning of organizational goals aligned with industry opportunities

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and challenges

CO-3. Apply value-based implementation strategies that align with an organization's mission, vision, and objectives, and demonstrate the ability to lead oneself and others in achieving organizational goals within a collaborative team environment

CO-4. Design and propose innovative and sustainable strategic initiatives that also incorporate Corporate Social Responsibility (CSR) principles, for effective adoption of chosen strategic direction and strategic control

5. Course Contents

Unit 1 Introduction to Strategic Management: Concept of Strategy, Nature, Scope, Process and importance of Strategic Management. Formal Planning and Strategic Intent, Strategic Planning Process, Strategic Management Vs. Operational Management.

Unit 2 Corporate Mission, Objectives, Environment Analysis and Strategic Formulation: Concept of Mission and Vision, Constituents of Corporate Mission, Goals, Objectives, Concepts, Factors influencing External and Internal Environment, Competitive Analysis, SWOT Analysis, PEST Analysis, Porter's Five forces model, Boston Consulting Group (BCG) Matrix, GE matrix, Blue Ocean strategies, resource, core competence & competitive advantage, Grand Strategies, Strategic Formulation, Approaches to Strategic Formulation, Grand Strategies

Unit 3 Strategic Implementation: important aspects of Strategic Implementation

Unit 4 Corporate Social Responsibility (CSR) and strategy for sustainability: Introduction to CSR, social responsibility assessment, Sustainability, guiding principles for sustainability.

Unit 5 . Strategic Evaluation and Control: Concept and Purpose of Strategic Evaluation and analysis, Gap Analysis, Strategic Control and Feed Back.

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

6. CO-PO mapping table

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			3	
	CO-2		3		1	
	CO-3			3		3
	CO-4	3				2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

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7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	10	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		00

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1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
Others		30
1. Case Study Discussion / Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

Course Leaders

Prof V. Nagendra, Associate Professor FMC, RUAS

Dr. G Devakumar, Professor, FMC, RUAS

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Program Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment,

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		Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Case discussions, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case discussions
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10. Course Resources

1. **Essential Reading**
   a. Course notes
   b. Pearce J.A. and Robinson. R.B. (2015), *Strategic Management*, 19th edition, Vol.5, Tata Mc Grew Hill company.

2. **Recommended Reading**
   a. David R. Fred (2010), Strategic Management: Concepts and Cases, 13th edition, Vol 5, Prentice Hall.
   b. Anthony E. Henry, (2021), Strategic Management, 5th edition, Vol.2, Oxford University press.
   c. Michael Blowfield, Alan Murray (2019), Corporate social Responsibility, 4th edition, Oxford University Press.
   d. Michael Blowfield (2012), Business Sustainability, 4th edition, Oxford University Pess.

3. **Magazines and Journals**
   a. Business World
   b. Business Today
   c. Busiiness India
   d. Journal of Strategic Management, Publisher, John Wiley and Sons Ltd
   e. Journal of Technology Analysis and Strategic Management, Publisher Routledge, UK.
   f. Cross Culture and Strategic Management, Emerald Group of publishing, UK.
   g. Sustainability and Society, Springer Publishing

4. Websites
   a. https://www.coursera.org/learn/strategic-management
   b. https://archive.nptel.ac.in/resources.html
   c. https://swayam.gov.in/explorer?searchText=strategic+management

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Course Specifications: Business Mathematics, Statistics and Analytics

Course Title	Business Mathematics, Statistics and Analytics
Course Code	BAC508A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course introduces the basic concepts of Business Mathematics including Algebra and Matrices. The course also deals with statistical analyses of management problems for effective decision making. The students are taught statistical techniques and data analysis under non-deterministic conditions to solve business problems. Various types of probability distributions are explored and discussed in the context of decision making under uncertainty. Students are taught to formulate and test hypotheses for various business situations. Further, students are trained on Descriptive, Predictive and Prescriptive Analytics for improved Managerial Decision Making.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Develop linear algebraic models for solution of business problems
CO-2. Examine data to summarize the descriptive statistics and underlying probability distributions

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CO-3. Interpret hypothesis for effective decision making
CO-4. Formulate and apply appropriate analytical models to business problems

5. **Course Contents**

Unit 1 Introductory Algebra: Variables, Functions of One and More Than One Variable, Linear Equations: One Variable, The Cartesian Plane, Straight Lines, Evaluating Solutions: Two Equations, Linear Inequalities: One Variable, Linear Inequalities: Two Variables, Polynomials and Quadratic Functions, Evaluating Solutions for set of Equations using Matrix functions

Unit 2 Matrices: Introduction, Matrix, Order of a Matrix, Types of Matrices, Equality of Matrices, Operations on Matrices, Addition of Matrices, Multiplication of a Matrix by a Scalar, Properties of Matrix Addition, Properties of Scalar Multiplication of a Matrix, Multiplication of Matrices, Properties of Multiplication of Matrices, Transpose of a Matrix, Properties of Transpose of Matrices, Symmetric and Skew Symmetric Matrices, Elementary Operation (Transformation) of a Matrix, Invertible Matrices, Adjoint and Inverse of a Matrix

Unit 3 Introduction to Descriptive Statistics and Analytics: Portraying Different methods of Data Display - Bar Graphs, Histograms, and Pie Charts. Measures of Central Tendencies (Mean, Median and Mode) and Dispersions (Range, Interquartile range, Interquartile range, Variance and standard Deviation), An Introduction to Measures of Shape (Skewness, Kurtosis and Symmetric), Introduction to Probability Distributions, Binomial, Poisson and Normal Distributions, Application to Business Problems, Visual Representation of Descriptive Statistics with Statistical Software

Unit 4 Tests of Association: Correlation and Regression, Tests of Inference and Hypothesis Testing - Chi Square, t-Test, ANOVA and Z–Test, Sampling, Probability Distribution and Decision Theory: Understanding the Relevance of Sampling in Statistical Analysis and select appropriate Sampling Technique, Calculating Sample Size based on the Expected Confidence Interval, Performing Statistical Calculations with Statistical Software

Unit 5 Regression: Introduction to the Concept of Regression, Linear and Non-Linear Regression, Single and Multiple Regression, Meaning/interpretation of Regression Coefficients, Interpretation of R-squared, Logistic Regression, Regression as a Predictor for future, Run Various developed models with Statistical Software

6. **Course Map (CO-PO Map)**

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2				3	1
CO-3	2			3	
CO-4	1			3	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. **Course Teaching and Learning Methods**

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10

1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	10	
Numeracy		30
1. Solving Numerical Problems	30	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
Subcomponent ▶	**Component 1: CE (50% Weightage**		**Component 2: SEE (50% Weightage)**
Subcomponent Type ▶	**SC1: Mid Term**	**SC -2: Assignment, Presentation and Class Participation**	**100 Marks**
Maximum Marks ▶	**25**	**25**	
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4		X	X
The details of SC1, SC are presented in the Programme Specifications Document.			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

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8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

9. Course Resources

a. Essential Reading

1. Course notes
2. Ernest F. Haeussler; Richard S. Paul; Richard J. Wood (2021), *Introductory Mathematical Analysis*, 14th Edition, Pearson Education
3. Amir, D. Aczel and Jayavel Sounderpandian (2018) *Complete Business Statistics*, 7th Edition, Tata McGraw-Hill

b. Recommended Reading

1. Camm, Jeffrey D, Cochran, James J, Anderson David R and Williams, Thomas A (2017), *Essentials of Business Analytics,* 2nd Edition, Cengage publications, ISBN-10: 1305627733, ISBN-13: 9781305627734.

c. Magazines and Journals

1. Harvard Magazine – Trends in Business decision making, 6 times per year
2. Sloan Management Review – MIT, Quarterly
3. Analytics India Magazine
4. Journal of Computational and Applied Mathematics, Elsevier
5. Sankhya: The Indian Journal of Statistics, Indian Statistical Institute
6. International Journal of Data Science and Analytics, Springer

d. Websites

1. Harvard Magazine (2022) N.A, *Harvard Magazine*, Retrieved on 3rd July 2022 from https://harvardmagazine.com/tags/quantitative-methods
2. Sloan Management Review (2022) N.A , *MIT Sloan Magazine*, Retrieved on 3rd July 2022 from https://sloanreview.mit.edu/
3. Analytics India Magazine (2022) N.A, *Analytics Magazine,* Retrieved on 3rd July 2022 from https://analyticsindiamag.com/

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e. Other Electronic Resources

- Statistical software by SAS (JMP) and IBM (SPSS)

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Course Specifications: Management Information Systems

Course Title	Management Information Systems
Course Code	BAC509A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This aim of this course is to equip the students with the skills required to conceptualize and design Management Information Systems (MIS). Students are taught to analyse and design MIS in a business environment. In addition, students are taught information search and retrieval skills, essentials of data management, data privacy, data protection and Enterprise Resource Planning (ERP) software for effective decision making. They are also introduced to applications of MIS in all functional areas in an organisation. Emphasis is given to identify, evaluate and apply solutions to critical business issues along with associated techniques for designing information systems. In addition, students are trained to create tables, forms, reports and execute queries using Structured Query Language (SQL) in database application.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Illustrate the features and benefits of Information Technology and ERP to

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improve managerial decision-making

CO-2. Assess data governance, data privacy and data protection in compliance with corporate policies and regulatory bodies

CO-3. Analyse and design Information Systems for an organisation using appropriate tools and techniques

CO-4. Create tables, forms and reports and maintain a database in the database application

5. Course Contents

Unit 1 Organisations, Management and the Networked Enterprise: Managing the Digital Firm, Information Systems in the Enterprise, Data vs. Information, Strategic Role of Information in Management, Business Systems, Information Architecture and Information Technology Infrastructure, Essentials and Types of Business Information Systems, Electronic Business, Electronic Commerce and E-Governance.

Unit 2 Information Technology Infrastructure: IT Infrastructure and Platforms, Managing Data Resources, Networking Concepts, Telecommunications Networks and the Internet.

Unit 3 Organisation and Management Support Systems for the Digital Firm: Enterprise Applications and Business Process Integration, Enterprise Applications, ERP Concepts, ERP Packages, ERP Implementation, Managing Knowledge in the Digital Firm, Decision Making for the Digital Firm.

Unit 4 Data Governance, Data Privacy and Data Protection: Ethical and Social issues in the Digital Firm, Goals of Information Security, Risks to Information Systems, Security Measures, Authentication and Encryption, Digital Signatures and Digital Certificates, Ethical, Social, and Political Issues in Data Management, Privacy & Personal Data Protection Policy, Security and Control.

Unit 5 Building and Managing Information Systems: Redesigning the Organisation with Information Systems, System Development Life Cycle, Stages of the SDLC, Types of SDLC, Methodology for the Design and Analysis of Information Systems, Information systems Development, Tools and Techniques for Analysis and Design of Information System, Role of Systems and Business Analysts, Business Intelligence, Cloud Computing and Big Data, The Internet of Things (IoT), AI, Mobile Computing, Block Chain Technology, Business Value of Systems, Introduction to 5G, Introduction to Dashboards

Unit 6 Database Management System and ERP: Types of Data, Data Collecting Methods, Concept and Characteristics of Database and Database Management System, Database Lifecycle (DBLC), Data Warehouse and Data Mining, Data and Relational Models, Role of Database Administrators, Role of Database Designers, DBMS Architecture, Data Models, Categories of Data Models, Schemas, Instance, DBMS Language and Interface, Classifications of Database Management Systems, Introduction to Relational Model, Data Normalization Concepts, Structure of Relational Databases, Microsoft Access Database System, Understanding Access Objects: Objects, Tables, Queries, Forms, Reports, Modules, Creation of Tables, Designing Tables, Data Types and Indexes, Creation of Forms, Auto Forms, Main Form and Sub Form, Reports, Creation of Queries and Sorting the Records in a Database, Introduction to SQL, SQL Data Definition and Data Types, Specifying Constraints in SQL, Schema Change Statements, Basic Queries, INSERT, DELETE and UPDATE statements in SQL, Functional and Business Modules in an ERP Package.

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Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2		2	2		
CO-3			2	3	1
CO-4			3	1	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		10
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		30
1. Course Laboratory	00	
2. Computer Laboratory	30	
Others		05
1. Case Study Presentation	02	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	01	
6. Discussing Possible Innovations	01	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	

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CO-1	☑	☑	☐
CO-2	☑	☑	☐
CO-3	☑	☑	☐
CO-4		☑	☐
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Laboratory, Examination and Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment, Laboratory Exercises
7.	Group Work	Classroom Lectures, Case study Discussion
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination, Laboratory Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment, Laboratory Report
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

1. Class Notes
2. Laudon, Kenneth C. and Laudon, Jane P. (2018) *Management Information Systems – Managing the Digital Firm*, 15th edition, Prentice-Hall: India
3. Magal Simha R. (2011) *Integrated Business Processes with ERP Systems*, 1st edition, Wiley: US
4. Avi Silberschatz, Henry F. Korth and S. Sudarshan (2019) *Database System Concepts*, 7th edition, McGraw-Hill: India

2. Recommended Reading

a. O'Brien, James, A., Marakas, George M. and Ramesh Behl (2019) *Management Information Systems,* 11th edition, McGraw Hill: India

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b. Jawadekar, Waman S. (2020) *Management Information Systems*, India, 6th edition, Tata McGraw-Hill: India

3. **Magazines and Journals**
    a. Information Technology Management, Maximilian Press
    b. Silicon India, siliconindia Inc., Monthly
    c. Data Quest, Cyber Media India Ltd, Fortnightly
    d. Journal of Database Management, IGI Publishing
    e. MIS Quarterly, Management Information Systems Research Center (United States)
    f. International Journal of Information Management, Elsevier

4. **Websites**
    a. Practical Web-Based ERP Software (2019) *webERP*, Retrieved on 07 July 2022 from http://www.weberp.org/
    b. Write better code (2022) *Start with a pull request*, Retrieved on 07 July 2022 from https://github.com/features/code-review
    c. TC Sessions(2022): Robotics 2022 Retrieved on 07 July 2022 from https://techcrunch.com/events/tc-sessions-robotics-2022/

5. **Other Electronic Resources**
    a. Software: Database, MS Excel

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Course Specifications: Business Law and Corporate Governance

Course Title	Business Law and Corporate Governance
Course Code	BAC510A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Business Laws in India. Students are introduced to the rights and obligations of persons arising out of commercial transactions. The students are taught provisions of key business legislations governing business activities that facilitate them to take decisions conforming to the law of the land. Also this course emphasizes on protection of Consumers' rights. Students are familiarized with basics of corporate governance.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify fundamental legal principles in contractual agreements of business and its role in an economic, political and social context.

CO-2. Examine legal concepts and principles of the law relating to the obligations that can arise between parties in a business relationship

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CO-3. Recommend legal and fiscal structure governing the different forms of business organizations.

CO-4. Develop an ability to structure, formulate, communicate and defend arguments effectively and able to present coherent, concise legal argument to solve legal-related issues that arise in the course of carrying out business.

5. Course Contents

Unit 1 Introduction, nature, scope, objectives, Justice delivery system in India

Indian Contract Act, 1872- Essentials of Valid Contract types of Contracts, breach of contract and remedies for breach of contract, Performance of Contract, termination and discharge of contract, Special Contracts

The Sale of Goods Act, 1930- Contract Of Sale, Difference Between Sale And Agreement To Sell - Conditions And Warranties - Transfer Of Ownership In Goods Including Sale By Non-Owners - Performance Of Contract Of Sale - Unpaid Seller - Meaning And Rights Of An Unpaid Seller Against The Goods And The Buyer, Auction Sale.

Unit 2 Business Acts: Competition Act, 2002- Definitions, Competition Commission of India – its establishment and composition, Duties, Powers and functions of Commission, Penalties, Competition Advocacy, Prohibition of certain agreements, Abuse of Dominant position, and regulation of combinations

Consumer Protection Act, 1986: definition of consumer, goods and defect, consumer rights, services and deficiency, consumer forums, procedure to approach consumer forums,

Information Technology Act, 2000- Objectives, Scope, Major concepts, Role of government, Electronic records, Digital signature, Certifying authorities, Offences and penalties.

Unit 3 The Limited Liability Partnership Act, 2008 - Salient Features of LLP - Difference between LLP and Partnership, LLP and Company - LLP Agreement - Nature of LLP - Partners and Designated Partners - Incorporation Document - Incorporation by registration

Incorporation of Companies –Meaning – Promoters – their functions – Duties of Promoters – Key provisions of Companies act 1956 and 2013, Incorporation – Meaning – certification of Incorporation – Memorandum of Association – Meaning – Purpose – Alteration of Memorandum – Doctrine of Ultravires – Articles of Association - Meaning – Contents – Alteration of Article – Relationship between Articles and Memorandum, Directors, types of companies, management of companies: directors and meetings; winding up of companies

Unit 4 The Negotiable Instruments Act, 1881 - Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder-in-due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument, Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonor and discharge of negotiable instruments.

Unit 5 Corporate Governance – Corporate Governance – Evolution, practices and regulations, Triple Bottom Line , Models of Corporate Governance

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Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2	2				3
CO-3	3		3	2	
CO-4		3			2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop	00	
Others		25
1. Case Study Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks

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Maximum Marks	25	25	
CO-1		X	
CO-2		X	
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.
Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

1. Class Notes
2. Kuchhal M.C. and Kuchhal V., (2018), Business Law, New Delhi, Vikas Publishing
3. Kevin Keasey, Steve Thompson and Mike Wright, (2005) Corporate Governance Accountability, Enterprise and International Comparisons, John Wiley and Sons Ltd.
4. N.D.Kapoor, (2014) "Company Law" Sultan Chand & Sons, New Delhi

2. Recommended Reading

a. Aggarwal S K, (2017), Business Laws, New Delhi, Galgotia Publishers Company
b. Maheshwari S N and Maheshwari S K, (2014), Principles of Business Law, New Delhi, Himalaya Publishing House
c. Ravinder Kumar, (2016), Legal Aspects of Business, New Delhi, Cengage Learning

10. Magazines and Journals

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a. Business India
b. Business Today
c. Business World: ABP Group, Fortnightly business magazine
d. Prabandhan: Indian Journal of Management: Informatics Publishing Limited, Monthly issue
e. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited, Quarterly issue
f. Business Strategy: PwC Strategy& Inc., Quarterly issue

11. Websites

a. http://doj.gov.in/
b. www.LiveLaw.in

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Course Specifications: Corporate Finance

Course Title	Corporate Finance
Course Code	BAC511A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with formulation and implementation of financial decisions in a company. Analytical ability of students is honed through concepts to increase firm shareholder value. Students are taught concepts of cash management, inventory management, capital budgeting and cost of capital. In addition, value-based management and dividend decision will be discussed. Students are taught to evaluate tradeoff between risk and return. Further, students are taught tools and techniques to measure asset volatility and performance in the context of a corporation.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the essential principles of Financial Management
CO-2. Analyze and solve problems on cost of capital, capital budgeting, working capital
CO-3. Evaluate financial decisions with the objective of value maximization
CO-4. Develop financial techniques for solving problems related to Capital Structure

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5. Course Contents

Unit 1 Indian Financial system and Financial Markets: Salient features of Indian Financial System, Resource Mobilization, Channelization of Funds, Equity, Debt and Currency Markets, Markets for Short Term Financing requirements, Financial Sector Reforms and Financial Markets, Contemporary Issues

Unit 2 Introduction to Financial management: The role of Financial Management, Introduction, The goal of a firm, Corporate Governance, Organisation of Financial Management Function, The Business Environment, The Tax Environment, The Financial Environment.

Unit 3 Valuation: The Time Value of Money, The Valuation of Long-term securities; Bond Valuation, Preferred Stock Valuation, Common Stock Valuation, Risk and Return; Defining Risk and Return, Risk and Return in Portfolio Context, The Capital –Asset Pricing Model (CAPM), Efficient Financial Market. Flow of Funds Statements, Cash Flow forecasting, Cash flow estimates.

Unit 4 Working capital Management: Overview of Working Capital Management, Cash and Marketable, Securities Management, Accounting Receivables, and Inventory Management, Short – Term Financing.

Unit 5 Investment in Capital Assets: Capital Budgeting and Estimating Cash flows, Capital BudgetingTechniques

Unit 6 The Cost of Capital, Capital Structure, and Dividend Policy: Required Returns and the Cost of Capital,Operating and Financial Leverage, Capital Structure Determination, Dividend Policy

Unit 7 Intermediate and Long-Term Financing: The Capital Market, Long-Term Debt, Preferred Stock, andCommon Stock, Term Loans and Leases

Course Map (CO-PO Map)

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2		2	2
	CO-2	1	3		3	
	CO-3	2	3	1		2
	CO-4				3	1

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	

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Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		05
1. Course Laboratory	05	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		25
1. Case Study Presentation	05	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Financial Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent u	**SC1**	**SC2**	
Subcomponent Type u	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks u	**25**	**25**	
CO-1	Ð	Ð	Ð
CO-2	Ð	Ð	Ð
CO-3	Ð	Ð	Ð
CO-4	Ð	Ð	Ð
★ The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

a. Class Notes

b. Van Horne, James C and Wachowicz, John M (2015) Fundamentals of Financial Management, 13th edition, Pearson Education India

2. Recommended Reading

a. Brealey, R. and Myers, S. (2014) Principles of corporate Finance. 7th edition, McGraw Hill.

b. Gitman, L. and Zutter, C. (2012) Principles of Managerial Finance. 13th Edition, Prentice Hall.

c. Keown, A., Martin, J. and Petty, W. (2017) Foundations of Finance. 9th Edition, PearsonEducation Limited.

3. Magazines and Journals

a. The Economist

b. CFO magazine

c. E-Journal of Management Accounting Research, American Accounting Association

d. Chartered Secretary, CSA publications

e. Finance India, Review Publishing Company Ltd

f. Forbes India – Reliance Industries, Monthly

g. Business India - Fortnightly

h. Business Today – Bi-weekly

4. Websites

a. https://exinfm.com/training/video_finance_lessons.htm, Retrieved on 8th July 2022 from https://exinfm.com

b. http://www.quickmba.com/finance/, Retrieved on 8th July 2022 from www.quickmba.com

c. https://www.economist.com/the-world-this-week, Retrieved on 8th July 2022 from

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www. economist.com

d. https://www.ft.com/markets, Retrieved on 8th July 2022 from www. ft.com

5. **Other Electronic Resources**
   a. Software: MS Excel

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Course Specifications: Innovation and Entrepreneurship

Course Title	Innovation and Entrepreneurship
Course Code	BAC512A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of course is to impart comprehensive knowledge of an innovative and entrepreneurial ecosystem. The students are encouraged to develop entrepreneurial spirit by imparting skills to start-up, grow and sustain an enterprise. This course emphasizes on igniting the innovation thought process, thereby leading to new business ventures. Students will be trained to prepare and pitch a business plan to investors using lean canvas model.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:1:0
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programmee Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify the concepts and process of entrepreneurship
CO-2. Analyse laws and regulations pertaining to innovative ideas for the creation and management of Business venture
CO-3. Evaluate the financial ecosystem for start-ups
CO-4. Develop a viable business plan for the investors' appraisal

5. Course Contents

Unit 1 (Entrepreneur & Entrepreneurship): Meaning of Entrepreneur, Evolution of the concept,

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Functions of an Entrepreneur, Entrepreneurial process, Types of Entrepreneurships - Social entrepreneurship, Rural entrepreneurship, Key Elements in an Entrepreneur's Background, Key Entrepreneurial Feelings and Motivations - Role Models and Support Systems - MSME Policies. Make-In India, Start-Up India, Stand-Up India,

Unit 2 Laws and Regulations: Intellectual Property Rights of a New Venture, Process for Filing Patent, Trademark, Copyrights, Protection of Venture's Trade Secrets Through Licensing, Geographical Indicators, Design Act, internal Auditing Processes - Contracts, Insurance, and Product Safety and Liability

Unit 3 Innovation and Creativity: Types of Innovations. Identify Various Sources of Ideas for New Ventures - Methods Available for Generating New Venture Ideas - Creativity, Design Thinking and the Techniques for Creative Problem Solving. Aspects of the Product Planning and Development Process.

Unit 4 Creating and Managing New Venture: Creating Opportunities, Resources, Role of New Ventures and Small Businesses in the Economy, Types of Entry Strategies, Feasibility Analysis and Launching a New Venture. Generic Strategies, Strategies for Expansion, Joint Ventures, Acquisitions, Mergers, Franchising,

Unit 5 Raising Capital and financial ecosystem for the Start-up Ventures: Financial Need, New Venture Financials and Business Valuation, Sources of Funds for Enterprises, Financial Aspect of Business Plan - Preparation for Generating Funds. Bootstrapping, Banks, Angel finance, Venture Capitalist, Private Equity, Crowd Funding, Online platforms and Informal Risk Capital.

Unit 6 The Business plan: Business Plan, Scope and Value of the Business Plan to Investors, Lenders, Employees, Suppliers, and Customers, Critical Section of the Business Plan, Step-By-Step Explanation of the Business Plan, Monitor the Business Plan, Monitor the Business Plan, Marketing Plan, Organizational Plan, Financial Plan. Preparation of lean canvas Model, Project Report Preparation, Preparation and Pitching Business plan to investors.

Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	2	2	2	2	2
CO-2	2	2	2	2	3
CO-3	3	3	2	2	3
CO-4	3	3	3	3	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

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6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	

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Practical Work		05
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Entrepreneurial Workshops	05	
Others		20
1. Case Study Presentation	04	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	04	
6. Discussing Possible Innovations	04	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Class room lectures, Brainstorming Sessions
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment, Brainstorming Sessions
4.	Analytical Skills	Class room, assignment, examination
5.	Problem Solving Skills	Assignment, examination
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Case study and group discussions
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Assignment and Group Discussion
15.	Leadership Skills	Group discussions and Case study

9. Course Resources

1. Essential Reading

1. Course Notes
2. Hisrich, R., Peters, M. and Shepherd, D., 2020. *Entrepreneurship*. 11th ed. McGraw Hill.
3. Innovation textbooks and Venture Capital reference material

2. Recommended Reading

a. Charantimath, P., 2018. *Entrepreneurship development and small business enterprises*. 3rd ed. Belgaum, India: Pearson Education.
b. Roy, R., 2020. *Entrepreneurship*. 3rd ed. Noida: Oxford University Press.
c. Innovation textbooks and venture capital

3. Magazines and Journals

a. Business World: ABP Group - Fortnightly business magazine
b. Business Today
c. Business World
d. Journal of Small Business Management , Blackwell publishing- yearly
e. Business Strategy: PwC Strategy & Inc. - Quarterly issue
f. International Journal of Entrepreneurship – Sage Publications
g. The International Journal of Entrepreneurship and Innovation - Sage Publications
h. International Journal of Entrepreneurship and Small Business - Inderscience Enterprises Ltd.

4. Websites

a. India, S., 2022. *Homepage*. [online] Start-up India. Available at: <https://www.startupindia.gov.in/> [Accessed 10 July 2022].
b. Allsharktank, Products., 2022. *Homepage*. [online] All Shark Tank Products. Available at: <https://www.allsharktankproducts.com/> [Accessed 10 July 2022].
c. India, M., 2022. *Make In India*. [online] Makeinindia.com. Available at: <https://www.makeinindia.com/> [Accessed 10 July 2022].
d. Funds seeking and crowd sourcing websites

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Course Specifications: Innovation and Entrepreneurship

Course Title	Innovation and Entrepreneurship
Course Code	BAC512A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of course is to impart comprehensive knowledge of an innovative and entrepreneurial ecosystem. The students are encouraged to develop entrepreneurial spirit by imparting skills to start-up, grow and sustain an enterprise. This course emphasizes on igniting the innovation thought process, thereby leading to new business ventures. Students will be trained to prepare and pitch a business plan to investors using lean canvas model.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programmee Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify the concepts and process of entrepreneurship
CO-2. Analyse laws and regulations pertaining to innovative ideas for the creation and management of Business venture
CO-3. Evaluate the financial ecosystem for start-ups
CO-4. Develop a viable business plan for the investors' appraisal

5. Course Contents

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Unit 1 (Entrepreneur & Entrepreneurship): Meaning of Entrepreneur, Evolution of the concept, Functions of an Entrepreneur, Entrepreneurial process, Types of Entrepreneurships - Social entrepreneurship, Rural entrepreneurship, Key Elements in an Entrepreneur's Background, Key Entrepreneurial Feelings and Motivations - Role Models and Support Systems - MSME Policies. Make-In India, Start-Up India, Stand-Up India,

Unit 2 Laws and Regulations: Intellectual Property Rights of a New Venture, Process for Filing Patent, Trademark, Copyrights, Protection of Venture's Trade Secrets Through Licensing, Geographical Indicators, Design Act, internal Auditing Processes - Contracts, Insurance, and Product Safety and Liability

Unit 3 Innovation and Creativity: Types of Innovations. Identify Various Sources of Ideas for New Ventures - Methods Available for Generating New Venture Ideas - Creativity, Design Thinking and the Techniques for Creative Problem Solving. Aspects of the Product Planning and Development Process.

Unit 4 Creating and Managing New Venture: Creating Opportunities, Resources, Role of New Ventures and Small Businesses in the Economy, Types of Entry Strategies, Feasibility Analysis and Launching a New Venture. Generic Strategies, Strategies for Expansion, Joint Ventures, Acquisitions, Mergers, Franchising,

Unit 5 Raising Capital and financial ecosystem for the Start-up Ventures: Financial Need, New Venture Financials and Business Valuation, Sources of Funds for Enterprises, Financial Aspect of Business Plan - Preparation for Generating Funds. Bootstrapping, Banks, Angel finance, Venture Capitalist, Private Equity, Crowd Funding, Online platforms and Informal Risk Capital.

Unit 6 The Business plan: Business Plan, Scope and Value of the Business Plan to Investors, Lenders, Employees, Suppliers, and Customers, Critical Section of the Business Plan, Step-By-Step Explanation of the Business Plan, Monitor the Business Plan, Monitor the Business Plan, Marketing Plan, Organizational Plan, Financial Plan. Preparation of lean canvas Model, Project Report Preparation, Preparation and Pitching Business plan to investors.

Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	2	2	2	2	2
CO-2	2	2	2	2	3
CO-3	3	3	2	2	3
CO-4	3	3	3	3	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

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6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00

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1. Solving Numerical Problems	00	
Practical Work		05
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Entrepreneurial Workshops	05	
Others		20
1. Case Study Presentation	04	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	04	
6. Discussing Possible Innovations	04	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Class room lectures, Brainstorming Sessions
2.	Understanding	Class room lectures

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3.	Critical Skills	Assignment, Brainstorming Sessions
4.	Analytical Skills	Class room, assignment, examination
5.	Problem Solving Skills	Assignment, examination
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Case study and group discussions
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Assignment and Group Discussion
15.	Leadership Skills	Group discussions and Case study

9. Course Resources

1. Essential Reading

1. Course Notes
2. Hisrich, R., Peters, M. and Shepherd, D., 2020. *Entrepreneurship*. 11th ed. McGraw Hill.
3. Innovation textbooks and Venture Capital reference material

2. Recommended Reading

1. Charantimath, P., 2018. *Entrepreneurship development and small business enterprises*. 3rd ed. Belgaum, India: Pearson Education.
2. Roy, R., 2020. *Entrepreneurship*. 3rd ed. Noida: Oxford University Press.
3. Innovation textbooks and venture capital

3. Magazines and Journals

1. Business World: ABP Group - Fortnightly business magazine
2. Business Today
3. Business World
4. Journal of Small Business Management , Blackwell publishing- yearly
5. Business Strategy: PwC Strategy & Inc. - Quarterly issue
6. International Journal of Entrepreneurship – Sage Publications
7. The International Journal of Entrepreneurship and Innovation - Sage Publications
8. International Journal of Entrepreneurship and Small Business - Inderscience Enterprises Ltd.

4. Websites

1. India, S., 2022. *Homepage*. [online] Start-up India. Available at: <https://www.startupindia.gov.in/> [Accessed 10 July 2022].
2. Allsharktank, Products., 2022. *Homepage*. [online] All Shark Tank Products. Available at: <https://www.allsharktankproducts.com/> [Accessed 10 July 2022].
3. India, M., 2022. *Make In India*. [online] Makeinindia.com. Available at: <https://www.makeinindia.com/> [Accessed 10 July 2022].
4. Funds seeking and crowd sourcing websites

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Course Specifications: Data Analytics

Course Title	Data Analytics
Course Code	BAE541A
Course Type	Specialisation – Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course aims to introduce to students to different types of data and methods for their analyses. The students are taught about the importance of data, its types and analyses of data. They also learn about dimension reduction techniques and clustering of data according to business requirements. The students are introduced to spread sheet and other analytic tools used for data management and analysis. Cases related to the application of these techniques in business for data cleaning, pattern recognition and in market research are also discussed.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcome (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply Exploratory Data Analysis (EDA), and linear and logistic regression analysis for effective decision making

CO-2. Examine the concepts of ridge regression and Linear Discriminant Analysis (LDA) and its use in solving business problems

CO-3. Evaluate Principal Component Analysis (PCA) and its applications

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CO-4. Propose data classification using clustering techniques

5. Course Contents

Unit 1 Introduction: Role of Data Analytics in Business, Types of Data, Analyzing Data Sets to Summarise their Main Characteristics

Unit 2 Logistic Regression and Multivariate Linear Regression: The Logit Model, Odds, Odds Ratio, Inverse Logistic Function, Interpretation of Coefficients; Ordinary Least Square Concept, Variable Selection, Homoscedasticity or Constancy in Error Variance, Independence or Non-Correlation of Error Terms, Interpretation of Coefficients of a Multiple Regression

Unit 3 Ridge regression and Linear discriminant Analysis (LDA): Regularized Least Squares (RLS), Concept of Diagonal Ridge in Co-variance Matrix, Application of Ridge Regression, Continuous Independent Variables and a Categorical Dependent Variable, Assumptions, Discriminant functions, Discriminant Rules, Eigen Values

Unit 5 Exploratory Data Analysis (EDA): Discuss the Tools and Techniques including Box Plot, Histograms, Run-Chart, Pareto Charts, Hypothesize Causes of a Problem, Assess Assumptions of EDA, Appropriate Tool Selection, Data Collection through Experiments

Unit 6 Principal Component Analysis (PCA): Concept of Orthogonal Linear Transformation, Dimensionality Reduction, Applications, Limitations of PCA Methodologies, Open Source and Spread Sheet Tools

Unit 7 Cluster analysis: Connectivity-Based Clustering (Hierarchical Clustering), Centroid-Based Clustering, Distribution-Based Clustering, Density-Based Clustering, Grid-Based Clustering - Applications and Methods. Discuss Methods for Two Dimensional and Higher Dimensional Clustering Algorithms

Case discussions and applications of all data analysis techniques in business

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	3		1	
	CO-2	2	3		1	
	CO-3	2	3		1	
	CO-4	2	3		1	

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7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	10	
Numeracy		07
1. Solving Numerical Problems	07	
Practical Work		20
1. Course Laboratory	00	
2. Computer Laboratory	20	
3. Engineering Workshop / Course/Workshop	00	
Others		03
1. Case Study Discussion / Presentation	03	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests and Written Examination		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Business Analytics) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE - Continuous Evaluation or SEE – Semester End Exam) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent ▶	SC1	SC2	
Subcomponent Type ▶	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks ▶	25	25	
CO-1	X	X	X
CO-2	X	X	X
CO-3		X	X
CO-4		X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document			

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The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numerical, Assignment
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion
7.	Group Work	Assignments, case study
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group Discussion
13.	Information Management	Assignment, examination
14.	Personal Management	Course work
15.	Leadership Skills	--

10.Course Resources

a. Essential Reading

1. Course notes
2. Maheshwari, A. (2017), *Data Analytics*, 1st Edition, Mc Graw Hill Education
3. Hair, J.F., Black, W.C., Babin, B. J. and Anderson, R.E. (2018), *Multivariate Data Analysis*, 8th Edition, Cengage
4. Jolliffe, I.T. (2010), *Principal Component Analysis*, 2nd Edition, Springer

b. Recommended Reading

1. Sampathkumar, A. (2022), *Data Delivers Dollars: Quality of Data Determines Quality of Profits*, 1stEdition, Notion Press
2. Jones, H. (2020), *Data Science: The Ultimate Guide to Data Analytics, Data Mining, Data Warehousing, Data Visualization, Regression Analysis, Database Querying, Big Data for Business and Machine Learning for Beginners*, Kindle edition, Bravex Publications

c. Magazines and Journals

1. Analytics Magazine
2. Analytics Insight Magazine
3. AI Magazine
4. International Journal of Data Science and Analytics, Springer
5. Journal of Management Analytics, Taylor and Francis

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6. International Journal of Business Analytics, IGI Global

d. Websites

1. Big Data Analytics, Retrieved on 07 July 2022 from https://www.cis.upenn.edu/~cis545/2019A/

e. Other Electronic Resources

1. Software: JMP, MS Excel, Python

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Course Specifications: Business Intelligence and Visual Analytics

Course Title	Business Intelligence and Visual Analytics
Course Code	BAE542A
Course Type	Specialisation – Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of business intelligence and visual analytics specifically by leveraging the power of data visualization to communicate business-relevant implications of data analyses. Students are taught business intelligence, data warehousing and database schemas. In particular, creation and design of visualizations and dashboards in context of business problems are taught. In addition, the students are taught to assess the quality of the data and perform exploratory analysis and create different visualizations.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Apply the concepts of Business Intelligence and Data Warehousing
- **CO-2.** Model the business requirements with appropriate Physical and Logical Data Model
- **CO-3.** Explain business results with suitable database design and Reporting tools
- **CO-4.** Identify Business problems with Advanced Visualizations and Dashboards

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5. Course Contents

Unit 1 Introduction to Business Intelligence Concepts and Context: The Business Demand for Data, Information, and Analytics, Data Capture versus Information Analysis, Five Cs of Data, Introduction to Data Warehousing, Business and Technical Needs: Justifying BI: Building the Business and Technical Case, Building the Business Case, Building the Technical Case, Creating a High-Level BI Road Map, Defining Requirements— Business, Data and Quality

Unit 2 Dimensional Modeling and Introduction to Data Management: Facts, Dimensions Hierarchies and Keys, Database Schemas, Physical Database Schema, Logical Database Schema, Database Instance, ER vs. Dimensional Modeling, Purpose of Dimensional, Fact Tables, Advanced Dimensions and Facts, Overview of Analytics, Big Data Analytics, Data Warehousing, Online Analytical Processing, Data Mining, Scope of Data Mining, Data Mining and Data Warehousing, Architecture for Data Mining, Data Mining Tools, Data Mining Techniques

Unit 3 Business Intelligence Applications: Creating BI Content Specifications, BI Design and Development: BI Design, BI User Interface, Privacy, Security, Access Standards, Design Methods, BI Development, BI Application Testing

Unit 4: Visualization with Tableau: Getting Started with Tableau, Overview of the Tableau User Interface, Data Sources, connecting to Data, Working with Discrete vs. Continuous Data, Foundations for Building Visualizations, Visualizing Data, Data Visualization Guidelines and Pitfalls Comparing Values, Visualizing Date and Times, Visualizing Distributions, Introduction to Data Visualization, Venturing on to Advanced Visualizations, Making Visualizations with Wide Variety of Data Sets, Basic Charts, Data Visualization Best Practices, Advanced Visualizations

Unit 5: Telling a Data Story with Dashboards: Key Concepts for Dashboards, Performance Dashboards, Designing Dashboards in Tableau, Dashboards Examples, Designing for Different Displays and Devices, Characteristics of a Dashboard, Types of Dashboards, List Attributes of Metrics Usually Included in Dashboards, Guidelines for Designing Dashboard and the Common Pitfalls of Dashboard Design

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	2	2	1	1
	CO-2	2	3	1		1
	CO-3	1	2	1	1	1
	CO-4	1	2	1	1	1

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		15
1. Demonstration using Videos	02	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	13	
Numeracy		00
1. Solving Numerical Problems	00	

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Practical Work		25
1. Course Laboratory	00	
2. Computer Laboratory	25	
3. Course/Workshop	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A (Business Analytics) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous Evaluation or SEE – Semester End Exam) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1 – 50% Weightage CE 50 Marks		**Component 2 – 50% Weightage– SEE 50 Marks**
Subcomponent Type ▶	**SC -1 Mid Term Exam**	**SC -2: Assignment, Presentation and Class Participation**	
Maximum Marks ▶	**25**	**25**	
CO-1	**X**	**X**	**X**
CO-2	**X**	**X**	**X**
CO-3		**X**	**X**
CO-4		**X**	**X**
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

The division of SEE Marks can be divided as Paper or Computer Based, as per the Course Leader.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	--
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	--
11.	Presentation Skills	--
12.	Behavioral Skills	--
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10.Course Resources

a. Essential Reading

1. Class Notes
2. Sherman, R. (2014) *Business Intelligence Guidebook: From Data Integration to Analytics,* 1st Edition, Morgan Kaufmann
3. Milligan, J N. (2019) Learning Tableau 2019: *Tools for Business Intelligence, data prep, and visual analytics,* 3rd Edition, Packt Publishing.

b. Recommended Reading

1. Silberschatz A., Korth, H.F and Sudarshan, S.(2019), *Database System Concepts*, 7th Edition, McGraw-Hill Education: India

c. Magazines and Journals

1. Analytics India
2. Analytics Insight Magazine
3. AI Magazine
4. Journal of Database Management, IGI Global
5. Journal of Management Analytics, Taylor and Francis
6. International Journal of Business Analytics, IGI Global
7. Journal of Visualization, Springer
8. Journal of Big Data, Springer

d. Websites

1. Tableau (2022), N.A *Tableau home page*, Retrieved on 3rd July 2022 from http://www.tableau.com
2. Analytics India Magazine (2022), N.A *Magazine Web page*, Retrieved on 3rd July 2022 from https://analyticsindiamag.com/
3. Medium Analytics (2022), N.A *Medium Web page*, Retrieved on 3rd July 2022 from www.medium.com
4. Towards Data Science (2022) N.A, *Towards Data Science Web page*, Retrieved on 3rd July 2022 from https://towardsdatascience.com/

e. Other Electronic Resources

1. **Tableau Public Version**
2. **MS Excel**
3. **Power BI**

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Course Specifications: Introduction to Python

Course Title	Introduction to Python
Course Code	BAE543A
Course Type	Specialisation – Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of python programming. Students are taught to design and develop python code which will eventually be useful in Business Analytics subjects, in order to solve business problems. In particular, design of basic python programs after logical problem formulation, editing program in interactive editor, testing and debugging python programs, accessing data from variety of sources are taught. Problems in domain of marketing (segmentation), finance (portfolio management) are modeled and solved with simple python programs.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

1. Apply knowledge of management theories and practices to solve business problems.
2. Foster Analytical and critical thinking abilities for data-based decision making.
3. Ability to develop Value based Leadership ability.
4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Elucidate basic frameworks and libraries of Python
CO-2. Design and develop simple Python programs using interactive editors
CO-3. Process data from varied sources and apply to business problems
CO-4. Apply grouping, sorting and reporting tools to perform descriptive statistics

5. Course Contents

Unit 1 Introduction to Python Programming: Object Oriented Programming Concepts, Introduction to Programming, History, Numbers, Strings, Variables, Comments, Comparison Operators, Lists, Dictionaries, Tuples, and Functions

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Unit 2 Introduction to Built-in Packages: Packages, Importing Packages, Selective ways of Importing Packages, Different ways of Importing Packages, Matplotlib Basics, Pandas Basics including Data Frame Handling, Numpy Basics including Array Handling

Unit 3 Program Flow and String Handling: Introduction to if else, elif, for, while loops, break, for Range, Nested Loops, Continue Statements, String Handling in Python, Functions, Classes, Inheritance, Recursion

Unit 4 Database I/O and Data Operations in Python: Read Data from csv, Excel and Text Formats for Varied Data Sets, Perform Descriptive Statistics and Use Matplotlib to produce Reports and Graphs, Read List of Files in a Directory, Open Command in Python, Try and Catch Error for File not found, Read file into Data Frame, Sort and Group Data Frame, Index Handling in Data Frame, Join Data Frame using Join and Merge Data Frame Statements.

Unit 5 Applications of Python: Import Stock Prices, Compute Stock Returns and Associated Descriptive Statistics, Deduce Correlations between Stock Returns, Construct Portfolios with Various Stocks, Compute Portfolio Risk and Return, Compute Sharpe Ratio and Optimise Portfolios, Perform K means Clustering on Market Mall Data

6. Course Map (CO-PO Map)

CO-PO mapping table

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	2	2	1	1
	CO-2	2	3	1		1
	CO-3	1	2	1	1	1
	CO-4	1	2	1	1	1

CO-5. Apply the concepts of Business Intelligence and Data Warehousing
CO-6. Model the business requirements with appropriate Physical and Logical Data Model
CO-7. Explain business results with suitable database design and Reporting tools
CO-8. Identify Business problems with Advanced Visualizations and Dashboards

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		15
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	15	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		25
1. Course Laboratory	00	
2. Computer Laboratory	25	
3. Engineering Workshop / Course/Workshop	00	
4. Clinical Laboratory	00	

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5. Hospital	00	
6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.Tech. (Electronics and Communication Engineering) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1 – 50% Weightage CE 50 Marks		**Component 2 – 50% Weightage– SEE 50 Marks**
Subcomponent Type ▶	**SC -1 Mid Term Exam**	**SC -2: Assignment, Presentation and Class Participation**	
Maximum Marks ▶	**25**	**25**	
CO-1	**X**	**X**	**X**
CO-2	**X**	**X**	**X**
CO-3		**X**	**X**
CO-4		**X**	**X**
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment

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4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	--
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	--
11.	Presentation Skills	--
12.	Behavioral Skills	--
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10.Course Resources

a. Essential Reading

1. Class Notes
2. Gaddis, Tony (2018) *Starting out with Python*, 4th Edition, Pearson Education

b. Recommended Reading

c. Magazines and Journals

1. Python App developer magazine
2. Python Code Magazine
3. Analytics India
4. Journal of Business Analytics Online, Taylor and Francis
5. Journal of Database Management, IGI Global
6. Journal of Management Analytics, Taylor and Francis
7. International Journal of Business Analytics, IGI Global
8. Journal of Visualization, Springer
9. Journal of Big Data, Springer

d. Websites

1. Python App developer magazine (2022) N.A, *Python Development*, Retrieved on 3rd July 2022 from www.appdevelopermagazine.com
2. Python Code Magazine (2022) N.A, *Python Code*, Retrieved on 3rd July 2022 from www.codemag.com
3. w3schools (2022) N.A, *world-wide web schools*, Retrieved on 3rd July 2022 www.w3schools.com
4. Stack exchange (2022) N.A, *Stack Exchange*, Retrieved on 3rd July 2022 www.stackexchange.com
5. Github (2022) N.A, *Github platform*, Retrieved on 3rd July 2022 www.github.com

e. Other Electronic Resources

1. Anaconda Software (Open Source)

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Course Specifications: Machine Learning for Business

Course Title	Machine Learning for Business
Course Code	BAE544A
Course Type	Specialisation Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course aims to introduce students to the Machine Learning techniques. The students are taught the basics of machine learning, its types and the techniques for learning and classification like Artificial Neural Networks (ANN), Decision Trees and Support Vector Machines (SVM). Cases related to the application of these techniques in business are also discussed. The students are trained to apply these algorithms for regression and classification problems in business.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcome

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify the concepts of supervised and unsupervised machine learning algorithms

CO-2. Examine the concepts and application of Artificial Neural Networks (ANN)

CO-3. Appraise the business applications of decision trees for regression and classification

CO-4. Develop Support Vector Machine (SVM) classifiers for business problems

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5. Course Contents

Unit 1 Introduction to Machine Learning: Definitions, Uses and Applications in Different Areas of Business, Introduction to Types of Machine Learning Viz. Supervised and Unsupervised Learning Algorithms, Discuss the Need for Bagging and Boosting Techniques and their Methodology

Unit 2 Artificial Neural Networks (ANN): Evolution, Applications, Network Architecture and Learning Methods, Introduction to Deep Neural Networks

Unit 3 Decision Tree: Introduction, Chi-squared Automatic Interaction Detection (CHAID) and Classification and Regression Tree (CART) techniques, Chi-squared, F-Test Techniques of Splitting Trees, Application, Basic Decision Tree Learning Algorithms, Steps to Construct Decision Trees, Classification using Decision Trees and Issues with Decision Trees

Unit 4 Other classification Algorithms: Discuss Algorithms like Support Vector Machines (SVM), Logistic Regression and their Applications in Business

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	3		1	
	CO-2	2	3		1	
	CO-3	2	3		1	
	CO-4	2	3		1	

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		05
1. Demonstration using Videos		
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer	05	
Numeracy		15
1. Solving Numerical Problems	15	
Practical Work		15
1. Course Laboratory	00	
2. Computer Laboratory	15	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		05
1. Case Study Discussion / Presentation	05	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	

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6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous Evaluation or SEE – Semester End Exam) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1 – 50% Weightage CE 50 Marks		Component 2 – 50% Weightage– SEE 50 Marks
Subcomponent Type ▶	SC -1 Mid Term Exam	SC -2: Assignment, Presentation and Class Participation	
Maximum Marks ▶	25	25	
CO-1	X	X	X
CO-2	X	X	X
CO-3		X	X
CO-4		X	X
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Case discussions, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case discussions
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination

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10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10.Course Resources

a. Essential Reading

1. Course notes
2. Srinivasaraghavan, A. and Joseph, V. (2019), *Machine Learning*, 1st Edition, John Wiley & Sons.

b. Recommended Reading

1. Mueller, J. P. and Massaron, L. (2016), *Machine Learning (in Python and R) For Dummies*, 1st Edition, John Wiley & Sons

c. Magazines and Journals

1. IEEE Spectrum
2. Analytics Insight
3. KDnuggets
4. Journal of Machine Learning Research, Microtome
5. Machine Learning, Springer
6. IEEE Transactions on Pattern Analysis and Machine Intelligence, IEEE *Xplore*

d. Websites

1. Supervised Machine Learning: Regression and Classification, Retrieved on 07 July 2022 from https://www.coursera.org/learn/machine-learning/lecture/zcAuT/welcome-to-machine-learning
2. Advanced Learning Algorithms, Retrieved on 07 July 2022 from https://www.coursera.org/learn/advanced-learning-algorithms?specialization=machine-learning-introduction#about

e. Other Electronic Resources

1. MS Excel, Python, SPSS, JMP

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Course Specifications: Group Project

Course Title	Group Project
Course Code	BAP601A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to apply and synergise the learning outcomes of M.B.A. Programme through a group project. The group project focuses on the application of appropriate management practices and use of relevant university resources and departments for definition and execution of the project. In addition, this course enables the student to gain practical experience of working in a project mode, requiring interactions with the domain specialist to meet the managerial challenges of the project undertaken. The significant feature of the project will be the demonstration of its applicability and quantification of benefits.

2. Course Size and Credits:

Number of credits	05
Credit Structure (Lecture: Tutorial: Practical)	00:01:04
Total hours of interaction during the semester	145
Number of semester weeks	15
Department responsible	Management Studies and Commerce
Course marks	Total Marks : 100
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)
After the successful completion of this course, the student will be able to:

CO1: Work in a team and undertake a project in their area of specialization
CO2: Apply the management principles for executing the project
CO3: Apply appropriate research methodology while formulating a project
CO4: Analyse data, report findings and recommend appropriate solutions to resolve the problem

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CO5: Develop a video which explains the project, exhibit, make a presentation and document the work

5. Course Contents

Course Content (Indicative)
Need for undertaking a project, project specifications, Strategy analysis, and presentation Project Management, Project Development, Project Validation, Project Evaluation, Exhibition, Presentation, Team building, Team work, Leadership skills

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1					3
	CO-2	3	2			
	CO-3	2	3			
	CO-4		3		2	
	CO-5				3	2

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Critical Review, Problem Formulation and stating Objectives	Reading Journal papers , books and other relevant materials and problem formulation	25
	Presentation to Reviewers	5
Data collection for problem solving	Group work with supervisors guidance	35
Analysis and conclusions	Group work with supervisors guidance	35
Video creation, Presentation, Thesis/Report Writing and Viva Voce		
	Thesis/Report writing - Group	30
	Project Exhibition and Video creation - Group	10
	Presentations	5
	Total	145
Note: The above time calculation is for a group of 5 students and can be modified depending on the number of students. The project chosen should justify the time allotted.		

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.Tech. (Electronics and Communication Engineering) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE, COs are assessed as illustrated in the following Table.

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Focus of COs on each Component or Subcomponent of Evaluation		
Subcomponent	CE - SC1 (50 %)	SEE (50%)
Subcomponent Type	Presentation and Exhibition	Project Report
Maximum Marks	25	25
CO-1	X	
CO-2	X	
CO-3		X
CO-4		X
CO-5	X	

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving Leaning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Literature Review and group Interactions
2.	Understanding	Literature Review and group Interactions
3.	Critical Skills	Assignment - (problem identification)
4.	Analytical Skills	Assignment (data analysis)
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Assignment
8.	Self-Learning	Assignment
9.	Written Communication Skills	Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioural Skills	Assignment
13.	Information Management	Report
14.	Leadership Skills	Assignment

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10. Course Resources

a) Essential Reading- Relevant papers and articles

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Course Specifications: MBA Dissertation and Publication

Course Title	MBA Dissertation and Publication
Course Code	BAP602A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to give an insight to the students on application of principles of research methodology, preparation of research project proposal, research project management, execution of research project and effective technical communication and presentation. It also emphasizes the need and the relevance of a structured approach to identify a research topic and undertake research. This module provides an opportunity for students to apply theories and techniques learnt during program work. The student is also required to submit the paper to a conference approved by the department and make a presentation to the examiners in the faculty.

2. Course Size and Credits:

Number of credits	14
Credit Structure (Lecture: Tutorial: Practical)	01:01:12
Total hours of interaction during the semester	400
Number of semester weeks	15
Department responsible	Management Studies/ Commerce
Course marks	Total Marks : 200
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes

After undergoing this course students will be able to:

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CO1: Critically review scholarly literature collected from various sources for the project purpose and formulate a research problem
CO2: Prepare and present a research proposal
CO3: Conduct research to achieve research objectives
CO4: Propose new ideas/methodologies or procedures for further improvement of the research undertaken
CO5: Create research document and write and submit research papers for publication in reputed journals

5. Course Contents

Course Content (Indicative)
Research Methodology : Information search, retrieval and review Use of conceptual models and frameworks Problem solving , Evaluation Interpretations , drawing conclusions Proposing ideas or methods for further work Thesis writing Oral presentation Authoring Research paper Presentation and Analysis of data Interpretation of data in a conference or in SCOPUS indexed /UGC Care journals

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			2	
	CO-2				3	2
	CO-3	2	3	2		
	CO-4		3	2		
	CO-5				3	2

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Information search, retrieval and review, Project definition and project planning	ReadingJournalpapers,books and otherrelevantmaterials andproblem formulation	150
Use of conceptual models and Frameworks	Individual work with supervisors guidance	50
Problem solving and Evaluation	Individual work with supervisors guidance	50
Interpretations and drawing Conclusions	Individual work with supervisors guidance	50
Proposing ideas or methods for further work	Individual work with supervisors guidance	20
Create research document and write research papers for publications	Thesis/Report writing/Presentation	20
	Authoring research paper/Publication	20
Defend the research findings in front of scholarly audience	Presentation Preparation	20
Tests/Examinations/presentations preparation		20
	Total	400

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8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

	Component 1: CE (50% Weightage)		
Subcomponent	**SC1**	**SC2**	**Semester End Examination: SEE (50% weightage)**
Subcomponent Type	**Interim and Final Report Presentation**	**Paper Development and Upload**	**Report**
Maximum Marks	**50**	**50**	**100**
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4	X	X	X
CO-5	X	X	X

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving Cos

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Thesis
2.	Understanding	Thesis
3.	Critical Skills	Thesis
4.	Analytical Skills	Thesis
5.	Problem Solving Skills	Thesis
6.	Practical Skills	Thesis
7.	Group Work	---
8.	Self-Learning	Thesis
9.	Written Communication Skills	Report writing
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioural Skills	Thesis

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13.	Information Management	Thesis
14.	Leadership Skills	Thesis

10. Course Resources

a. **Essential Reading**

1. Booth W. C, Colomb and G.G Williams. (2005) The Craft of Research, Chicago University Press
2. Willium M.K and Trochim. (2003)Research Methods, 2nd Edition, Biztantra Publications
3. Jonathan Grix. (2004) The Foundation of Research, Palgrave Study Guides

b. **Recommended Reading**

1. Wisker Gina. (2001) The Post Graduate Research Handbook, Palgrave
2. Rugg G. and Petre M. (2004) The Unwritten Rules of Ph.D research, Open University

c. Magazines and Journals

1. **Websites – Google Scholar**
2. **Other Electronic Resources- EBSCO, Google Scholar**

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RAMAIAH UNIVERSITY OF APPLIED SCIENCES

Programme Specifications

M.B.A. (Financial Management) Degree Programme

Programme Code: 101

Faculty of Management and Commerce

Batch 2022-2023 Onwards

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University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) focuses on student-centric professional education and motivates its staff as well as students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

To be an institute of excellence imparting Management Education for various Stakeholders to be Co-creators, Leaders and Entrepreneurs for Societal and Global Prosperity

Mission

M1. To inculcate life-long learning attribute through contemporary Pedagogical Techniques and Assessment

M2. To cultivate critical thinking capabilities and promote multidisciplinary research for contextual problem solving through a scientific approach

M3. To instill innovative Business Practices and Entrepreneurial Intentions for Sustainable Growth and Outreach

M4. To develop Leaders with a holistic mindset sensible to humanity and Society

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences
5. To instill the spirit of entrepreneurship in our youth ~~to~~ and help to create ~~more~~ career opportunities in the society by incubating and nurturing technology product ideas, and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with Universities, Industries, Businesses, Research Establishments, NGOs, International Organizations, Governmental Organizations in India and Abroad to enrich the experiences of faculties and students through research and developmental programmes

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Programme Specifications: M.B.A. (Financial Management)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	101
Programme Name	M.B.A. (Financial Management)
Dean (I/C) of the Faculty	Dr. K.M. Sharath Kumar
Head of the Department	Dr. K.M. Sharath Kumar

1. **Title of the Award:** M.B.A. (Financial Management)
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** October 2023
7. **Date of Programme Approval by the Academic Council of MSRUAS:** November 2023
8. **Next Review Date:** September 2025
9. **Programme Approving Regulating Body and Date of Approval:** All India Council for Technical Education, New Delhi, 24-May-2023
10. **Programme Accredited Body and Date of Accreditation:** Not Applicable
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** Not Applicable
14. **Rationale for the Programme**

Finance Management deals with aspects related to asset selection, financing, and profit sharing. As firms internationalise, they are subject to risks from the global economic environment. There is a constant pressure to increase shareholder value while minimising exposure to global economic risks. Therefore, it is imperative to impart advanced finance skills to manage the organisations. India is an important emerging market in the world economy today. There is a need to adapt Finance Management as inflation and interest rates are mostly higher than those in developed countries. The Financial Services sector in India is seeing robust growth and with an average savings rate of 25 per cent, India is a preferred investment destination. Thus there is an increasing demand for Finance professionals in India, across industries. Karnataka recorded the highest growth rates in terms of Gross State Domestic Product (GSDP) and per capita GSDP in the last decade compared to other states. With an overall GSDP growth of 56.2% and a per capita GSDP growth of 43.9% in the last decade, Karnataka surpassed all other states in India, pushing Karnataka's per capita income in Indian Rupee terms to sixth place. Bengaluru is the knowledge capital of India due to its rich heritage of knowledge industries, universities, colleges and schools. It is an important industrial hub with an immense appetite for knowledge and expertise in financial management. This creates a requirement to develop talent in the field of Finance Management. The programme is designed to maximise student ability to understand and apply techniques and

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tools to real life problems in Finance. The student will have a fulfilling experience in terms of understanding the manner in which different financial decisions impact firm shareholder value. The student will gain knowledge, understand concepts, analyse and apply frameworks taught with the goal of improving firm shareholder value. MS Ramaiah University of Applied Sciences (MSRUAS) is offering a unique industry relevant programme in Financial Management. In addition, the faculty curriculum has been designed considering feedback from various industries and foreign universities to make it more comprehensive. MSRUAS acquires repute because it has created graduates with a good foundation and knowledge in the important and growing field of Finance in Industry. It will attract talented students from diverse locations as being a leading University in imparting knowledge on Finance Related Subjects. Further, the University can get project work related to Finance issues and problems from different organisations.

Programme Mission

The aim of the programme is to create professional management graduates specialising in Financial Management who can devise strategies, plan, optimise and control resources to achieve the stated business goals

15. Graduate Attributes (GAs)

GA-1. Knowledge of Business Management: Demonstrate deep understanding of conceptual knowledge in their chosen specialisation

GA-2. Ethics and Social Responsibility: Demonstrate ethical and socially responsible behaviour in Business decisions

GA-3. Relevant Technological Literacy: Ability to leverage appropriate technology for business decisions

GA-4. Problem Solving and Decision Making: Utilise critical and innovative thinking to identify and solve business problems

GA-5. Entrepreneurial Awareness: Acquire relevant knowledge to establish entrepreneurial ventures

GA-6. Global Citizenship: Exhibit team work and effective communication to adapt to cross-functional and multicultural work environments

GA-7. Research and Lifelong Learning: Ability to conduct business research and solve problems in a dynamic business environment

GA-8. Leadership: Exhibit initiative, intrapreneurial skills and lead teams effectively

16. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

17. Programme Goal

The programme goal is to produce postgraduates who will be able to apply management tools and techniques to optimally use scarce resources and emphasize on holistic decision-making with empathy to improve transparency as well as mitigate risks for a business process.

18. Program Educational Objectives (PEOs)

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PEO-1. Practice contemporary global management principles in a wide range of business and real-world paradigm

PEO-2. Conduct applied research for addressing relevant business and societal concerns through an evidence based approach

PEO-3. Excel as aspiring Intrapreneurs and Entrepreneurs for Societal Well-being

PEO-4. Bestow Human Values with a rational mind-set for contingent business solutions

19. Programme Structure:

Semester 1

Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAC501A	Managerial Skills and Business Communication	03	00	02	04	100
2	BAC502A	Human Resource Management	03	02	00	04	100
3	BAC 503A	Managerial Economics	03	00	02	04	100
4	BAC504A	Managerial Accounts	03	02	00	04	100
5	BAC505A	Marketing Management and Marketing Research	03	00	02	04	100
6	BAC506A	Operations Management	03	00	02	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Semester 2

Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAC507A	Strategic Management, CSR and Sustainability	03	02	00	04	100
2	BAC508A	Business Mathematics, Statistics and Analytics	03	00	02	04	100
3	BAC509A	Management Information Systems	03	00	02	04	100
4	BAC510A	Business Law and Corporate Governance	03	00	02	04	100
5	BAC511A	Corporate Finance	03	00	02	04	100
6	BAC512A	Innovation and Entrepreneurship	03	02	00	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Between Semester 2 and Semester 3

Industry Internship

Sl. No.	Code	Course Title	Practical (H/W/S)	Total Credits	Max. Marks
1	BAI513A	Industry Internship	16	**08**	100
	Total Number of Contact Hours Per Week in Industry		**16**		

Semester 3

Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAE521A (Major-1)	Valuation Mergers and Acquisitions	03	02	00	04	100
2	BAE522A (Major-2)	Security Analysis and Portfolio Management	03	02	00	04	100

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3	BAE523A (Major-3)	International Finance	03	00	02	04	100
4	BAE524A (Major-4)	Taxation	03	00	02	04	100
5	(Minor-1)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization)	03	00	02	04	100
6	(Minor-2)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization)	03	00	02	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Between Semester 3 and Semester 4

Industry Internship					
Sl. No.	**Code**	**Course Title**	**Practical (H/W/S)**	**Total Credits**	**Max. Marks**
1	BAP601A	Group Project	16	**08**	100
Total Number of Contact Hours Per Week in Industry			**16**		

Semester 4							
Sl. No.	**Code**	**Course Title**	**Theory (H/W/S)**	**Tutorials (H/W/S)**	**Practical (H/W/S)**	**Total Credits**	**Max. Marks**
1	BAP602A	MBA Dissertation and Publication	0	0	28	14	100
		Total				**14**	**100**
Total Number of Contact Hours Per Week in Industry			**28**				

Note:

1. The Vacations and other activities shall be as per the Timetable and Academic Calendar for the corresponding batch
2. Students will undergo Summer Internship between 2nd and 3rd Semesters
3. Summer Internship will be evaluated in the 3rd Semester
4. Group Project will be initiated at the end of Semester 3 and evaluated before Semester 4
5. Research Methodology will be taught as a Value-Added Course
6. Minimum 20 Students are required to deliver Major Specialization

20. Course Delivery: As per the Timetable

21. Teaching and Learning Methods

12. Face to Face Lectures using Audio-Visuals
13. Workshops, Group Discussions, Debates, Presentations
14. Cases, Case study, Case lets
15. Demonstrations
16. Guest Lectures
17. Laboratory work/Field work
18. Industry Visit

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19. Seminars/ Conferences
20. Group Exercises
21. Project Exhibitions
22. Management Festivals

22. Assessment and Grading

22.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-End Examination (SEE): This component represents the summative assessment carried out in the form of an examination conducted at the end of the semester.

Marks obtained in CE and SEE components have equal weightage (CE: 50% and SEE: 50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

22.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

Theory Course	
Mid-Term Exam (SC1)	Assignment/Presentation and Class Participation (SC2)
25 Marks	25 Marks

There shall be two sub - components of CE (SC1 and SC2). Each sub-component is evaluated individually for 25 marks. Apart from Mid-Term 25 Marks, the other components of CE can be of any of the following types:

l) Online Test
m) Assignments/Problem Solving
n) Presentation
o) Field Assignment
p) Open Book Test
q) Portfolio
r) Reports
s) Case Study
t) Group Task
u) Quiz
v) Any other

After the two subcomponents are evaluated, the CE component marks are determined as:

CE Component Marks = SC1 + SC2 (Scaled Down to 25 Marks Each)

An additional sub-component may be used at the discretion of the Faculty/Department. The Department can conduct the 3rd subcomponent SC3, if this subcomponent provides benefit to students. If the Department/Faculty conducts the SC3 subcomponent of evaluation, and the score

obtained by the student in SC3 is greater than the lowest score of the previous two subcomponents SC1 and SC2, then it replaces the lower of the two scores.

23. Student Support for Learning

10. Course Notes
11. Reference Books in the Library
12. Magazines and Journals
13. Internet Facility
14. Computing Facility
15. Laboratory Facility
16. Staff Support
17. Lounges for Discussions
18. Any other support that enhances their learning

24. Quality Control Measures

19. Review of Course Notes
20. Review of Question Papers and Assignment Questions
21. Student Feedback
22. Moderation of Assessed Work
23. Opportunities for Students to see their Assessed Work
24. Review by External Examiners and their Reports
25. Staff Student Consultative Committee Meetings
26. Student Exit Feedback
27. Subject Assessment Board (SAB)
28. Programme Assessment Board (PAB)

25. Programme Map (PO Map)

Sem.	Course Title	PO-1	PO-2	PO-3	PO-4	PO-5
1	Managerial Skills and Business Communication	3	1		3	3
1	Human Resource Management	1	2	2		3
1	Managerial Economics	2	3		3	3
1	Managerial Accounts	3			3	3
1	Marketing Management and Marketing Research	3	3	3	2	3
1	Operations Management	3	1	1	3	3
2	Strategic Management, CSR and Sustainability	1			3	2
2	Business Mathematics, Statistics & Analytics	3	1	1	3	3
2	Management Information Systems	1	2		3	3
2	Business Law and Corporate Governance	2	3	2	1	1
2	Corporate Finance		1	3	2	1
2	Innovation and Entrepreneurship	3	2	2	2	2
B/W 3&4	Industry Internship	2				3
3	Valuation Mergers and Acquisitions	2		2	3	2
3	Security Analysis and Portfolio Management	3	2	2	3	3

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3	International Finance	3		2	3	3
3	Taxation	3	1	2	2	3
B/W 3&4	Group Project	2		1	2	2
4	MBA Dissertation and Publication	3	2		2	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

26. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

27. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. The Students are involved in planning and organizing the activities.

28. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.

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Course Specifications: Managerial Skills and Business Communication

Course Title	Managerial Skills and Business Communication
Course Code	BAC501A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce to students, the fundamentals of Management Concepts and Managerial Skills. The course is intended to introduce the various functions of management, levels of management and skills associated with various levels of management. Students will also gain an appreciation of the roles of a Manager and Leader.

This course aims at equipping students with the essentials of business communication. Business Communication is essential since it is the important process through which managers and organizations in their entirety accomplish the set objectives culminating in the success.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:
CO-1. Apply Fundamental Management Principles for Effective Decision-Making
CO-2. Analyze and Managerial Skills and their Organizational Impact
CO-3. Evaluate Proficient Business Communication Strategies
CO-4. Develop Persuasive Oral and Written Communication for Leadership Impact

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5. Course Contents

Unit 1 (Introduction): Concept of Fundamentals of Management, Evolution of Management Thought, Scope, Functions Principles of Scientific Management and Principles of Modern Management

Unit 2 (Functions of Management): Planning, Organizing, Staffing, Leading, Controlling and Leadership and Motivation theories

Unit 3 (Managerial Skills): Various skills required for management and leadership, Conceptual skills, Technical skills, Human skills, Leadership skills, Communication skills and associated skills

Unit 4 (Nature of Business Communication): Introduction, Types of Business Communication, Communication Network in Organizations; Importance of Listening in the Workplace: Introduction, Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context

Unit 5 (Reading Skills): Introduction, Types of reading, SQ3R (Survey, Question, Read, Retrieve, and Review) Technique of Reading

Unit 6 (Written Business Communication): Introduction, General Principles of Writing, Principles of Business Writing, Internal Business Communication: Writing Memos, Circulars and Notices, Communicating through Email, Communication with Stakeholders

Unit 7 (Internal and External Business -Communication): Writing Business Reports: Introduction, Types of Business Reports, Format for Business Reports, Steps in Report Preparation; Proposals

Unit 8 (Presentation Skills): Public speaking including Message development, content, projection, inflection and delivery

Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2			2
	CO-2	2	3			3
	CO-3	2		2	3	
	CO-4		2	3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		0
1. Solving Numerical Problems	00	
Practical Work		10

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1. Course Laboratory – MS OFFICE	05	
2. Computer Laboratory	00	
3. Workshop	05	
Others		20
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures

2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

1. Course notes
2. Harold K & and Heinz. W, (2015) Essentials of Management, 6th edition, Tata McGraw-Hill, New Delhi
3. Krishnamacharyulu CSG, (2016) Business Communication, Himalaya Publishing House

2. Recommended Reading

1. Prasad, L. M. (2015). Principles and Practice of Management. 9th edition, S Chand and sons
2. V. Lesikar, John D. Pettit, Jr., Marie E. Flatley. (1999), Basic Business Communication, 8th Edition, Tata McGraw Hill

3. Magazines, Periodicals and Journals

1. Economic Times, Business Standard, Hindu Business Line
2. Business Today
3. Business India
4. Business World: ABP Group - Fortnightly business magazine
5. Prabandhan: Indian Journal of Management: Informatics Publishing Limited – Monthly issue
6. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited – Quarterly issue

4. Websites

WWW.NPTEL.AC.IN

WWW.SWAYAM.GOV.IN/NC_DETAILS/NPTEL

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Course Specifications: Human Resource Management

Course Title	**Human Resource Management**
Course Code	BAC502A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Human Resource Management and its role within the modern organisation. Students are introduced to the concepts of Personality, Attitude, Perception and Behavior in Organisations. In addition, students are taught to analyse the concepts of recruitment, training and performance management. Students are also exposed to basic concepts of organisational design and organisational life cycle. Further, students will gain hands-on experience in HR Processes.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Applying the concepts of Human Resource Management in an organization
CO-2. Analyzing the contribution of Organisation Behaviour in managing human resources of an organisation
CO-3. Evaluating the approaches to human resource strategies in terms of recruitment, training & development, and performance management
CO-4. Propose the principles of Industrial Relations and Conflict Management using advanced strategies

5. Course Contents

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Unit 1 Human Resource Management (HRM) Overview and Human Resource Planning: Concepts and Evolution of HRM, Difference between HRM and Personnel Management, HRM Objectives, HRM Functions, Role of the HR Practitioner, Strategic HRM and its Importance, Organisation of HR Department and Best HR Practices. Objectives of HR Planning, Planning Process, Benefits, Job Analysis, Job Description and Job Specification, Job Design and its Significance

Unit 2 Introduction to Organisational Behaviour, Culture, Structure and Design (OB): OB Model and Goals of OB, Foundations of Individual Behavior - Individual differences, Ability, Perception, Aptitude, Attitude, Learning, Personality, Foundations of Group Behavior - Group Properties, Group Development and Johari Window, Emotional Intelligence, Role of Organisations in Society, Organisation Structure and its Elements, Organisational Design and its Importance, Organisational Culture and its Types.

Unit 3 Recruitment, Training & Development: Recruitment and Selection, Recruitment Planning Process, Selection - Significance and Methods, Psychometric Tests for Hiring, using Social Media for Hiring, Induction, Training and Development, Career Management, HR Audit, Separations, Promotions, Transfers.

Unit 4 Performance and Compensation Management: Introduction, Objectives of Performance Management, Cycle of Performance Management, Performance Appraisal System, Methods of Appraisal - Traditional and Contemporary, Reward Management - Grade and Pay Structures, Rewarding Special Groups, Employee Compensation and Benefits.

Unit 5 Industrial Relations and Conflict Management: Industrial Relations, Objectives, Employee Relations Process and Approaches - Employee Voice and Grievances, Causes and Effects of Grievances, Grievance Handling Procedure, Employee Health and Safety and Factories Act, Conflict Management, Conflict Resolution Process.

Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3	2	2	2	2
CO-2	3	3	3	2	2
CO-3	3	3	2	3	3
CO-4	3	3	2	3	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	

Practical Work		07
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Role Plays	07	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		18
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Human Resource Management). The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Case-study Presentations
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Group Discussions
15.	Leadership Skills	Group Discussions

9. Course Resources

1. Essential Reading

1. Course Notes

2. Dessler, G., 2017. *Human Resource Management*. 15th ed. Upper Saddle River (N.J.): Prentice Hall.

3. Robbins, S. and Judge, T., 2018. *Organizational Behavior*. 18th ed. New Delhi: Pearson.

2. Recommended Reading

1. Armstrong, M. and Taylor, S., 2020. *Armstrong's Handbook of Human Resource Management Practice*. 15th ed. New York: Kogan Page.
2. Monappa, Arun. (2017) *Industrial Relations*, 2nd ed. McGraw Hill Education, New Delhi

3. Magazines and Journals

1. HBR Magazine
2. International Journal of Organizational Analysis, Emerald Group Publishing Ltd
3. Participation and Empowerment: An International Journal, MCB UP Ltd
4. Development and Learning in Organizations, Emerald Group Publishing
5. Elsevier and springer and people matter

4. Websites

1. Management Library. 2022. *Management Library*. [online] Available at: <https://managementhelp.org/> [Accessed 10 July 2022].
2. SHRM. 2022. *SHRM - The Voice of All Things Work*. [online] Available at: <http://www.shrm.org/> [Accessed 10 July 2022].
3. Valamis. 2022. *What Is Talent Management? Model, Strategy, Process*. [online] Available at: <https://www.valamis.com/hub/talent-management> [Accessed 10 July 2022].

4. Other Electronic Resources

NA

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Course Specifications: Managerial Economics

Course Title	Managerial Economics
Course Code	BAC503A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with economics for managerial decision making. Students will be introduced to concepts such as scarcity and efficiency, problems of economic society, demand and supply analysis and elasticity. Further, concepts related to consumer behavior, producer behavior, and cost analysis as well inclusion of advanced topics in economic analysis are highlighted. Students will also be familiarized with Gross Domestic Product (GDP), national income and analyze the implications of changes in fiscal and monetary policies.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the concepts of microeconomics, macroeconomics and consumer behavior
CO-2. Analyze with the help of forecasting techniques to address demand-supply concerns
CO-3. Evaluate economic logic for managerial decision making
CO-4. Discuss implications of changes in Government fiscal and monetary policies

5. Course Contents

Unit 1 (Introduction to Managerial Economics): Economic Systems, Principles of Managerial Economics, Integration with Other Managerial Decision-Making Process, Tools and Analysis of

Optimization, Role of Government, Private, Competition Vs. Cooperation.

Unit 2 (Demand-Supply Analysis and Consumer Behaviour): Definitions, Determinants, Laws and Curves of Demand and Supply, Demand Forecasting, Qualitative and Quantitative Interpretation of Demand, Law of Diminishing Marginal Utility, Consumer and Producer Surplus, Analysis of Consumer Behavior, Individual Consumer Decisions, Analysis of Consumer Decisions in Terms of their Underlying Preferences Consumer Preferences, Use of Utility Function to Make Predictions about Consumer Preferences.

Unit 3 (Analysis of Production, Costs and Revenues): Cost of Factors Involved in Production, Variable and Fixed Cost, Average and Marginal Cost, Real and Opportunity Cost, Economies of Scale, Law of Returns: Constant, Decreasing and Increasing Returns.

Unit 4 (Market Structures and Decision Making): Market Types, Perfect Competition, Price Determination and Equilibrium, Monopoly - Features, Equilibrium Condition, Price Discrimination, Monopolistic Competition – Features, Oligopoly - Cartels, Pricing Strategy, Sustainability Business Model.

Unit 5 (Fiscal and Monetary Policies): Gross Domestic Product, Consumer Price Index, Inflation Measurement and Adjustment, Standard of Living, Physical and Human Capital, Factors Affecting Productivity, The Business Cycle, Fiscal Policy Tools, Automatic Stabilizers, Contractionary and Expansionary Gaps, Inflows, Outflows and Restrictions Exchange Rates, Currency Appreciation and Depreciation, Trade Deficits and Surpluses.

Unit 6 The Keynesian System and Post Keynesian Macroeconomics: The Problem of Unemployment, The Simple Keynesian Model, Equilibrium Output, Components of Aggregate Demand, Equilibrium Income, Role of Fiscal Policy and Multiplier, Exports and Imports in the Simple Keynesian Model; Interest Rates And Aggregate Demand; Keynesian Theory Of The Interest Rate; Money Supply and Money Demand in Keynesian Framework, New Classical Position: Keynesian Counter Critique, Rational Expectations Hypothesis, Business Cycle Theories, Multiplier –Accelerator Intersection Model, Business Cycle Theory, Political Business Cycle Model, New Keynesian Economics: Menu Cost Theory, Efficient-Wage Theory, Insider-Outsider Model and Hysteresis, Analysis of Case Studies.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	2	1		2
	CO-2	2	3		3	3
	CO-3	3	2	1	3	3
	CO-4	2	3	2	2	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05

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1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		15
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	00	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Class room discussions, case study
6.	Practical Skills	Group activity, field study
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Group discussion

10. Course Resources

1. Essential Reading

1. Course notes
2. Paul A.S. and William N.D. (2010) *Economics*, 19th edition, McGraw Hill
3. Froyen, R. T. (2015) *Macroeconomics: Theory and Policies*, 10th edition, Pearson

2. Recommended Reading

1. Perloff, J. M. (2019) *Microeconomics*, 7th edition, Pearson
2. Varshney, R.L. and Maheshwari, K. L. (2014) *Managerial Economics*, 22nd revised edition, Sultan Chand & Sons
3. Paul, J. (2018) *Business Environment*, 4th edition, McGraw Hill education

3. Magazines and Journals

1. Economic and Political Weekly
2. Chartered Secretary
3. Chartered Accounts Today
4. Industrial Economist
5. Quarterly Journal of Economics, Oxford University Press
6. Review of Economics and Statistics, MIT Press Journals
7. Journal of Accounting and Economics, Elsevier

4. Websites

1. Theory and Applications of Economics, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

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Course Specifications: Financial Accounting

Course Title	Managerial Accounts
Course Code	BAC504A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of accounting for managers. The students are taught the concepts and principles of accounting and analysis of financial statements. Students are also trained to calculate depreciation using different methods and prepare the final accounts of sole proprietary business and company

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Discuss the concepts and principles of accounting
CO-2. Evaluate the financial statements of the company for decision making
CO-3. Analyse the cash flow and fund flow statements for decision-making
CO-4. Develop the final accounts of the company and generate reports in Tally

5. Course Contents

Unit 1 (Introduction): Types of Accounting, Users of Accounting information, Concepts and Conventions of Accounting, Accounting Equation, Golden rules of accounting, Accounting Cycle, Accounting Standards, Indian GAAP, Introduction to IFRS
Unit 2 (Accounting Records): Accounting Process, Cash Book, Petty Cash book, Trial Balance.

Depreciation: Meaning, need & importance of depreciation and types of depreciation

Unit 3 (Final accounts): Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business, preparation of final accounts of companies, Vertical form of financial statements

Unit 4 (Ratio Analysis): Ratio analysis concepts, Uses and demerits of ratios, Calculation various Analysis of financial statements using ratios, Dupont analysis

Unit 5 (Cash flow statement): Preparation of Fund flow and Cash flow Statement. Managerial decision making using Fundamental analysis

Unit 6 (Introduction to Accounting Software): Creation of Company, Configure and Features settings, Generating Reports, Selecting and shutting a Company

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2	1		
	CO-2	3	3		3	
	CO-3	3	2	1	3	
	CO-4	2	3	2	2	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Course/Workshop	00	
Others		05
1. Case Study Presentation	01	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the

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Programme Specifications document pertaining to the M.B.A. (Banking and Financial Services) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment ,lab
4.	Analytical Skills	Class room, Assignment , Examination
5.	Problem Solving Skills	Class room, Assignment ,Examination
6.	Practical Skills	Class room, Assignment, lab
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and Presentation
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Group discussions and Case study
15.	Leadership Skills	Presentation

Course Resources

1. **Essential Reading**
   a. Course notes

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b. Rajashekaran, Lalitha (2022), Financial Accounting, Pearson Publication. Avaialable at Pearson e-library
c. Ramachandran N, Kakani, Ram Kumar. (2022), Financial Accounting for Management, McGraw Hill

2. Recommended Reading

a. Rajesh Chheda. (2018), Learn Tally.ERP 9 with GST, 2nd Edition
b. Guptha Ambrish.(2016) Financial Accounting for Management, Pearson Education
c. Rajesh Agarwal & R Srinivasan. (2005) Accounting Made Easy, Tata McGraw –Hill

3. Magazines and Journals

a. Chartered Secretary , published by The institute of Chartered Secretary of India
b. Chartered Accounts Today , published Arizant
c. Journal of Accountancy. The Journal of Accountancy is a monthly publication for accountants published by AICPA & CIMA
d. International Journal of Managerial and Financial Accounting, Published by Inderscience
e. The Accounting Review, Published by Willey and sons
f. Asian Journal accounting research, Published by Emerald

4. Websites

a. Accounting standards 2022. ICFAI - Accounting, standards, amendments, [online] Available at: <http://www.icai.org> [Accessed 11 July 2022].

5. Other Electronic Resources

a. Software: Tally ERP(11)

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Course Specifications: Marketing Management and Marketing Research

Course Title	Marketing Management and Marketing Research
Course Code	BAC505A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with marketing management essentials required to satisfy customers' needs, wants and demand. Students are taught to integrate the elements of Consumer Behaviour, Sales and Marketing Mix. Students are also introduced to Segmentation, Targeting and Positioning, Integrated Marketing Communications. In addition, students are familiarized with concepts and process of marketing research. Emphasis will also be provided on marketing ethics and socially responsible marketing.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the Principles of Sales and Marketing to a given context.
CO-2. Analyse B2C and B2B consumer Behavior.
CO-3. Recommend Marketing Mix strategies for the targeted segments.
CO-4. Develop a Marketing Plan for a product/service

5. Course Contents

Unit 1 Fundamentals of Marketing: Concepts - Importance and Scope - Consumer Needs and Wants – Scanning Marketing Environment and Analyzing Marketing Mix, An Introduction To Consumer Buying Behavior in B2B and B2C contexts

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Unit 2 Segmentation Targeting and Positioning and Introduction to Product: Introduction to process of Segmenting, Targeting and Positioning, Dealing With Competition, Introduction to concept of "Product" , Product Management Concepts and Product Life Cycle Management, Concepts of Brand, Branding and Brand Management

Unit 3 Pricing Concepts – Introduction to Pricing Strategies - Value Based, Cost Based, Market Based, Competitor Based and New Product Pricing - Process and Evaluation of Price - Types Of Pricing

Unit 4 Distribution Management and Design Of Marketing Channels - Role of Distribution Management and Marketing Channels, Channel Design Decisions, Channel Management Decisions, Channel Integration, Introduction to Conflict, Co-Operation and Control In Channels

Unit 5 Marketing Communications- Role of Marketing Communications, Types of Marketing Communication, Developing Effective Communications, Introduction to Digital Marketing, Social Media Marketing and Deciding on Marketing Communication Mix

Unit 6 Marketing Research and Marketing Plan: Introduction to concept of Marketing Research, Importance of Marketing Research and process of marketing Research, Typical Components of Marketing Plan and Its Relevance To Marketing Research.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			1	
	CO-2		3		2	
	CO-3	3				
	CO-4			3	1	2

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		10
1. Demonstration using Videos	5	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Model Studio	00	
Others		20
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	

5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures,
3.	Critical Skills	Assignment
4.	Analytical Skills	Classroom discussion, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Case study Presentations

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11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	Assignment
15.	Leadership Skills	Group discussions and case study

11. Course Resources

1. Essential Reading

1. Course notes
2. G.Shainesh Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth (2022), Marketing Management, Pearson (16th Edition)
3. Ramaswamy V. S. (2017), Marketing Management: A Strategic Decision Making Approach, Tata McGraw Hill Education Private Limited, 5th Edition
4. Nargundkar Rajendra (2019), Marketing Research – Text and Cases, 4th edition, McGraw Hill

2. Recommended Reading

a. Armstrong Gary, Kotler Philip, Cunningham, Margaret H. and Cunningham Peggy H. (2008) Principles of Marketing, 7th edition, Pearson Education

b. Naresh Malhotra. (2016), Essentials of Marketing Research, Pearson Education

3. Magazines and Journals

a. Harvard Business Review
b. Business India
c. Business Today
d. Outlook Business
e. Entrepreneur
f. Journal of Marketing
g. Journal of Consumer behavior
h. Journal of Interactive Marketing
i. Indian Journal of Marketing

4. Websites

a. https://harvardmagazine.com/
b. https://sloanreview.mit.edu/
c. www.indianjournalofmarketing.com
d. www.ama.org/

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Course Specifications: Operations Management

Course Title	Operations Management
Course Code	BAC506A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with introduction of operations management and project management. The students are introduced to the importance of operations management and the various tools and techniques that aid in efficient management of manufacturing and service organisations. The underlying concepts and frameworks for managing resources in projects and operations, decision making under certain and uncertain environments, demand forecasting, inventory management and production planning are discussed. The students are also trained on Spreadsheet Solvers and other Decision-Making Tools.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:
CO-1. Apply project management tools for business decision making
CO-2. Examine the concepts of decision making under certainty and uncertainty
CO-3. Evaluate capacity planning, facility location and production planning strategies
CO-4. Formulate forecasting models for demand prediction

5. Course Contents

Unit 1 Introduction to Operations Management: Nature, Importance, Historical Development, Transformation Processes, Differences between Services and Manufacturing - Functions,

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Challenges, Current Priorities, Recent Trends, Operations Strategy, Manufacturing and Service Sector Trends, Services as a Part of Operations Management

Unit 2 Decision Making under Certainty and Uncertainty: Framework for Decision Making, Decision Methodologies, Break-Even Analysis, Decision Trees, Discrete-Event Simulation, Sequencing under Multi-Criteria Decision-Making Framework

Unit 3 Problem Specific Mathematical Models for Effective Decision Making: Game Theory Models for Negotiation, Project Management Methods – Work Breakdown Structure (WBS), Schedule Planning - CPM/PERT.

Unit 4 (Capacity and location planning): Capacity Planning – Definition, Types and Importance; Location planning – Need, Influencing Factors, Location Models

Unit 5 (Demand forecasting): Objectives and Use, Forecasting Methods, Measures of Forecast Error, Applications and Controls

Unit 6 (Materials and Inventory Management): Functions of Materials Management, Material Planning and Control, Need, Objectives and Techniques of Inventory Management – EOQ model, Aggregate Planning and Master Schedule, Mathematical Planning Models, Development of Master Production Schedule (MPS)

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	3			1
	CO-2	2	3			
	CO-3	2	3			1
	CO-4	2	3		1	

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		20
1. Solving Numerical Problems	20	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Engineering Workshop / Course/Workshop /	00	
Others		10
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brainstorming Sessions	00	

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5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination

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10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Assignment

10. Course Resources

1. Essential Reading

a. Course notes

b. Stevenson, William J. (2015) *Operations Management*, 11th Edition, Mc Graw Hill Education

c. Mahadevan, B. (2015) *Operations Management: Theory and Practice*, 3rd edition, Pearson

2. Recommended Reading

a. Kumar, S. A., & Suresh, N. (2008) *Operations Management*, 2nd edition. New Age International Publishers

b. Krajewski, L.J., Malhotra, M.K., Ritzman, L.P. and Srivastava S.K., *Operations Management*, 11th edition, Pearson

3. Magazines and Journals

a. HBR Magazine

b. Management Science, INFORMS

c. Journal of Operations Management, John Wiley & Sons

d. International Journal of Operational Research, Inderscience Publishers

4. Websites

a. Introduction to Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

b. Production and Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

5. Other Electronic Resources

a. MS Excel solver

b. LINDO

c. GAMS

d. QM for Windows

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Course Specifications: Strategic Management, CSR and Sustainability

Course Title	Strategic Management, CSR and Sustainability
Course Code	BAC507A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of Strategic Management, CSR and Sustainability. Students are taught concepts of strategy, importance of strategy, formal planning in strategic management. Students are also introduced to Environmental Analysis, Strategic Formulation, Strategic Implementation, Evaluation, Control, CSR and Sustainability for making business decisions.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Analyze various fundamental strategic management concepts, theories, practices and business environments considering global, economic, legal, and ethical aspects.

CO-2. Evaluate strategic plans and their formulation utilising data from diverse sources, assess the implications of strategic choices, and foster critical thinking for sustainable and competitive strategic planning of organizational goals aligned with industry

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opportunities and challenges

CO-3. Apply value-based implementation strategies that align with an organization's mission, vision, and objectives, and demonstrate the ability to lead oneself and others in achieving organizational goals within a collaborative team environment

CO-4. Design and propose innovative and sustainable strategic initiatives that also incorporate Corporate Social Responsibility (CSR) principles, for effective adoption of chosen strategic direction and strategic control

5. Course Contents

Unit 1 Introduction to Strategic Management: Concept of Strategy, Nature, Scope, Process and importance of Strategic Management. Formal Planning and Strategic Intent, Strategic Planning Process, Strategic Management Vs. Operational Management.

Unit 2 Corporate Mission, Objectives, Environment Analysis and Strategic Formulation: Concept of Mission and Vision, Constituents of Corporate Mission, Goals, Objectives, Concepts, Factors influencing External and Internal Environment, Competitive Analysis, SWOT Analysis, PEST Analysis, Porter's Five forces model, Boston Consulting Group (BCG) Matrix, GE matrix, Blue Ocean strategies, resource, core competence & competitive advantage, Grand Strategies, Strategic Formulation, Approaches to Strategic Formulation, Grand Strategies

Unit 3 Strategic Implementation: important aspects of Strategic Implementation

Unit 4 Corporate Social Responsibility (CSR) and strategy for sustainability: Introduction to CSR, social responsibility assessment, Sustainability, guiding principles for sustainability.

Unit 5 . Strategic Evaluation and Control: Concept and Purpose of Strategic Evaluation and analysis, Gap Analysis, Strategic Control and Feed Back.

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

6. CO-PO mapping table

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcome	CO-1	3			3	
	CO-2		3		1	
	CO-3			3		3
	CO-4	3				2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	10	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		00

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1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
Others		30
1. Case Study Discussion / Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

Course Leaders

Prof V. Nagendra, Associate Professor FMC, RUAS

Dr. G Devakumar, Professor, FMC, RUAS

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Program Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Case discussions, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case discussions
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10. Course Resources

1. **Essential Reading**
   a. Course notes
   b. Pearce J.A. and Robinson. R.B. (2015), *Strategic Management*, 19th edition, Vol.5, Tata Mc Grew Hill company.

2. **Recommended Reading**
   a. David R. Fred (2010), Strategic Management: Concepts and Cases, 13th edition, Vol 5, Prentice Hall.
   b. Anthony E. Henry, (2021), Strategic Management, 5th edition, Vol.2, Oxford University press.
   c. Michael Blowfield, Alan Murray (2019), Corporate social Responsibility, 4th edition, Oxford University Press.
   d. Michael Blowfield (2012), Business Sustainability, 4th edition, Oxford University Pess.

3. **Magazines and Journals**
   a. Business World
   b. Business Today
   c. Busiiness India
   d. Journal of Strategic Management, Publisher, John Wiley and Sons Ltd
   e. Journal of Technology Analysis and Strategic Management, Publisher Routledge, UK.
   f. Cross Culture and Strategic Management, Emerald Group of publishing, UK.
   g. Sustainability and Society, Springer Publishing

4. Websites
   a. https://www.coursera.org/learn/strategic-management
   b. https://archive.nptel.ac.in/resources.html
   c. https://swayam.gov.in/explorer?searchText=strategic+managment

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Course Specifications: Business Mathematics, Statistics and Analytics

Course Title	Business Mathematics, Statistics and Analytics
Course Code	BAC508A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course introduces the basic concepts of Business Mathematics including Algebra and Matrices. The course also deals with statistical analyses of management problems for effective decision making. The students are taught statistical techniques and data analysis under non-deterministic conditions to solve business problems. Various types of probability distributions are explored and discussed in the context of decision making under uncertainty. Students are taught to formulate and test hypotheses for various business situations. Further, students are trained on Descriptive, Predictive and Prescriptive Analytics for improved Managerial Decision Making.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Develop linear algebraic models for solution of business problems
CO-2. Examine data to summarize the descriptive statistics and underlying probability distributions
CO-3. Interpret hypothesis for effective decision making
CO-4. Formulate and apply appropriate analytical models to business problems

5. Course Contents

Unit 1 Introductory Algebra: Variables, Functions of One and More Than One Variable, Linear Equations: One Variable, The Cartesian Plane, Straight Lines, Evaluating Solutions: Two Equations, Linear Inequalities: One Variable, Linear Inequalities: Two Variables, Polynomials and Quadratic Functions, Evaluating Solutions for set of Equations using Matrix functions

Unit 2 Matrices: Introduction, Matrix, Order of a Matrix, Types of Matrices, Equality of Matrices, Operations on Matrices, Addition of Matrices, Multiplication of a Matrix by a Scalar, Properties of Matrix Addition, Properties of Scalar Multiplication of a Matrix, Multiplication of Matrices, Properties of Multiplication of Matrices, Transpose of a Matrix, Properties of Transpose of Matrices, Symmetric and Skew Symmetric Matrices, Elementary Operation (Transformation) of a Matrix, Invertible Matrices, Adjoint and Inverse of a Matrix

Unit 3 Introduction to Descriptive Statistics and Analytics: Portraying Different methods of Data Display - Bar Graphs, Histograms, and Pie Charts. Measures of Central Tendencies (Mean, Median and Mode) and Dispersions (Range, Interquartile range, Interquartile range, Variance and standard Deviation), An Introduction to Measures of Shape (Skewness, Kurtosis and Symmetric), Introduction to Probability Distributions, Binomial, Poisson and Normal Distributions, Application to Business Problems, Visual Representation of Descriptive Statistics with Statistical Software

Unit 4 Tests of Association: Correlation and Regression, Tests of Inference and Hypothesis Testing - Chi Square, t-Test, ANOVA and Z–Test, Sampling, Probability Distribution and Decision Theory: Understanding the Relevance of Sampling in Statistical Analysis and select appropriate Sampling Technique, Calculating Sample Size based on the Expected Confidence Interval, Performing Statistical Calculations with Statistical Software

Unit 5 Regression: Introduction to the Concept of Regression, Linear and Non-Linear Regression, Single and Multiple Regression, Meaning/interpretation of Regression Coefficients, Interpretation of R-squared, Logistic Regression, Regression as a Predictor for future, Run Various developed models with Statistical Software

6. Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2				3	1
CO-3	2			3	
CO-4	1			3	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	10	

Numeracy		30
1. Solving Numerical Problems	30	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
Subcomponent ▶	**Component 1: CE (50% Weightage**		**Component 2: SEE (50% Weightage)**
Subcomponent Type ▶	**SC1: Mid Term**	**SC -2: Assignment, Presentation and Class Participation**	**100 Marks**
Maximum Marks ▶	**25**	**25**	
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4		X	X
The details of SC1, SC are presented in the Programme Specifications Document.			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

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8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

9. Course Resources

a. Essential Reading

1. Course notes
2. Ernest F. Haeussler; Richard S. Paul; Richard J. Wood (2021), *Introductory Mathematical Analysis*, 14th Edition, Pearson Education
3. Amir, D. Aczel and Jayavel Sounderpandian (2018) *Complete Business Statistics*, 7th Edition, Tata McGraw-Hill

b. Recommended Reading

1. Camm, Jeffrey D, Cochran, James J, Anderson David R and Williams, Thomas A (2017), *Essentials of Business Analytics*, 2nd Edition, Cengage publications, ISBN-10: 1305627733, ISBN-13: 9781305627734.

c. Magazines and Journals

1. Harvard Magazine – Trends in Business decision making, 6 times per year
2. Sloan Management Review – MIT, Quarterly
3. Analytics India Magazine
4. Journal of Computational and Applied Mathematics, Elsevier
5. Sankhya: The Indian Journal of Statistics, Indian Statistical Institute
6. International Journal of Data Science and Analytics, Springer

d. Websites

1. Harvard Magazine (2022) N.A, *Harvard Magazine*, Retrieved on 3rd July 2022 from https://harvardmagazine.com/tags/quantitative-methods
2. Sloan Management Review (2022) N.A , *MIT Sloan Magazine*, Retrieved on 3rd July 2022 from https://sloanreview.mit.edu/
3. Analytics India Magazine (2022) N.A, *Analytics Magazine*, Retrieved on 3rd July 2022 from https://analyticsindiamag.com/

e. Other Electronic Resources

- Statistical software by SAS (JMP) and IBM (SPSS)

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Course Specifications: Management Information Systems

Course Title	Management Information Systems
Course Code	BAC509A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This aim of this course is to equip the students with the skills required to conceptualize and design Management Information Systems (MIS). Students are taught to analyse and design MIS in a business environment. In addition, students are taught information search and retrieval skills, essentials of data management, data privacy, data protection and Enterprise Resource Planning (ERP) software for effective decision making. They are also introduced to applications of MIS in all functional areas in an organisation. Emphasis is given to identify, evaluate and apply solutions to critical business issues along with associated techniques for designing information systems. In addition, students are trained to create tables, forms, reports and execute queries using Structured Query Language (SQL) in database application.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Illustrate the features and benefits of Information Technology and ERP to improve managerial decision-making

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CO-2. Assess data governance, data privacy and data protection in compliance with corporate policies and regulatory bodies

CO-3. Analyse and design Information Systems for an organisation using appropriate tools and techniques

CO-4. Create tables, forms and reports and maintain a database in the database application

5. Course Contents

Unit 1 Organisations, Management and the Networked Enterprise: Managing the Digital Firm, Information Systems in the Enterprise, Data vs. Information, Strategic Role of Information in Management, Business Systems, Information Architecture and Information Technology Infrastructure, Essentials and Types of Business Information Systems, Electronic Business, Electronic Commerce and E-Governance.

Unit 2 Information Technology Infrastructure: IT Infrastructure and Platforms, Managing Data Resources, Networking Concepts, Telecommunications Networks and the Internet.

Unit 3 Organisation and Management Support Systems for the Digital Firm: Enterprise Applications and Business Process Integration, Enterprise Applications, ERP Concepts, ERP Packages, ERP Implementation, Managing Knowledge in the Digital Firm, Decision Making for the Digital Firm.

Unit 4 Data Governance, Data Privacy and Data Protection: Ethical and Social issues in the Digital Firm, Goals of Information Security, Risks to Information Systems, Security Measures, Authentication and Encryption, Digital Signatures and Digital Certificates, Ethical, Social, and Political Issues in Data Management, Privacy & Personal Data Protection Policy, Security and Control.

Unit 5 Building and Managing Information Systems: Redesigning the Organisation with Information Systems, System Development Life Cycle, Stages of the SDLC, Types of SDLC, Methodology for the Design and Analysis of Information Systems, Information systems Development, Tools and Techniques for Analysis and Design of Information System, Role of Systems and Business Analysts, Business Intelligence, Cloud Computing and Big Data, The Internet of Things (IoT), AI, Mobile Computing, Block Chain Technology, Business Value of Systems, Introduction to 5G, Introduction to Dashboards

Unit 6 Database Management System and ERP: Types of Data, Data Collecting Methods, Concept and Characteristics of Database and Database Management System, Database Lifecycle (DBLC), Data Warehouse and Data Mining, Data and Relational Models, Role of Database Administrators, Role of Database Designers, DBMS Architecture, Data Models, Categories of Data Models, Schemas, Instance, DBMS Language and Interface, Classifications of Database Management Systems, Introduction to Relational Model, Data Normalization Concepts, Structure of Relational Databases, Microsoft Access Database System, Understanding Access Objects: Objects, Tables, Queries, Forms, Reports, Modules, Creation of Tables, Designing Tables, Data Types and Indexes, Creation of Forms, Auto Forms, Main Form and Sub Form, Reports, Creation of Queries and Sorting the Records in a Database, Introduction to SQL, SQL Data Definition and Data Types, Specifying Constraints in SQL, Schema Change Statements, Basic Queries, INSERT, DELETE and UPDATE statements in SQL, Functional and Business Modules in an ERP Package.

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Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2		2	2		
CO-3			2	3	1
CO-4			3	1	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		10
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		30
1. Course Laboratory	00	
2. Computer Laboratory	30	
Others		05
1. Case Study Presentation	02	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	01	
6. Discussing Possible Innovations	01	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	

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CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Laboratory, Examination and Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment, Laboratory Exercises
7.	Group Work	Classroom Lectures, Case study Discussion
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination, Laboratory Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment, Laboratory Report
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

1. Class Notes
2. Laudon, Kenneth C. and Laudon, Jane P. (2018) *Management Information Systems – Managing the Digital Firm*, 15th edition, Prentice-Hall: India
3. Magal Simha R. (2011) *Integrated Business Processes with ERP Systems*, 1st edition, Wiley: US
4. Avi Silberschatz, Henry F. Korth and S. Sudarshan (2019) *Database System Concepts*, 7th edition, McGraw-Hill: India

2. Recommended Reading

a. O'Brien, James, A., Marakas, George M. and Ramesh Behl (2019) *Management Information Systems*, 11th edition, McGraw Hill: India

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b. Jawadekar, Waman S. (2020) *Management Information Systems*, India, 6th edition, Tata McGraw-Hill: India

3. **Magazines and Journals**
    a. Information Technology Management, Maximilian Press
    b. Silicon India, siliconindia Inc., Monthly
    c. Data Quest, Cyber Media India Ltd, Fortnightly
    d. Journal of Database Management, IGI Publishing
    e. MIS Quarterly, Management Information Systems Research Center (United States)
    f. International Journal of Information Management, Elsevier

4. **Websites**
    a. Practical Web-Based ERP Software (2019) *webERP*, Retrieved on 07 July 2022 from http://www.weberp.org/
    b. Write better code (2022) *Start with a pull request*, Retrieved on 07 July 2022 from https://github.com/features/code-review
    c. TC Sessions(2022): Robotics 2022 Retrieved on 07 July 2022 from https://techcrunch.com/events/tc-sessions-robotics-2022/

5. **Other Electronic Resources**
    a. Software: Database, MS Excel

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Course Specifications: Business Law and Corporate Governance

Course Title	Business Law and Corporate Governance
Course Code	BAC510A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Business Laws in India. Students are introduced to the rights and obligations of persons arising out of commercial transactions. The students are taught provisions of key business legislations governing business activities that facilitate them to take decisions conforming to the law of the land. Also this course emphasizes on protection of Consumers' rights. Students are familiarized with basics of corporate governance.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1 Identify fundamental legal principles in contractual agreements of business and its role in an economic, political and social context.

CO-2 Examine legal concepts and principles of the law relating to the obligations that can arise

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between parties in a business relationship

CO-3 Recommend legal and fiscal structure governing the different forms of business organizations.

CO-4 Develop an ability to structure, formulate, communicate and defend arguments effectively and able to present coherent, concise legal argument to solve legal-related issues that arise in the course of carrying out business.

5. Course Contents

Unit 1 Introduction, nature, scope, objectives, Justice delivery system in India

Indian Contract Act, 1872- Essentials of Valid Contract types of Contracts, breach of contract and remedies for breach of contract, Performance of Contract, termination and discharge of contract, Special Contracts

The Sale of Goods Act, 1930- Contract Of Sale, Difference Between Sale And Agreement To Sell - Conditions And Warranties - Transfer Of Ownership In Goods Including Sale By Non-Owners - Performance Of Contract Of Sale - Unpaid Seller - Meaning And Rights Of An Unpaid Seller Against The Goods And The Buyer, Auction Sale.

Unit 2 Business Acts: Competition Act, 2002- Definitions, Competition Commission of India – its establishment and composition, Duties, Powers and functions of Commission, Penalties, Competition Advocacy, Prohibition of certain agreements, Abuse of Dominant position, and regulation of combinations

Consumer Protection Act, 1986: definition of consumer, goods and defect, consumer rights, services and deficiency, consumer forums, procedure to approach consumer forums,

Information Technology Act, 2000- Objectives, Scope, Major concepts, Role of government, Electronic records, Digital signature, Certifying authorities, Offences and penalties.

Unit 3 The Limited Liability Partnership Act, 2008 - Salient Features of LLP - Difference between LLP and Partnership, LLP and Company - LLP Agreement - Nature of LLP - Partners and Designated Partners - Incorporation Document - Incorporation by registration

Incorporation of Companies –Meaning – Promoters – their functions – Duties of Promoters – Key provisions of Companies act 1956 and 2013, Incorporation – Meaning – certification of Incorporation – Memorandum of Association – Meaning – Purpose – Alteration of Memorandum – Doctrine of Ultravires – Articles of Association - Meaning – Contents – Alteration of Article – Relationship between Articles and Memorandum, Directors, types of companies, management of companies: directors and meetings; winding up of companies

Unit 4 The Negotiable Instruments Act, 1881 - Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder-in-due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument, Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonor and discharge of negotiable instruments.

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Unit 5 Corporate Governance – Corporate Governance – Evolution, practices and regulations, Triple Bottom Line , Models of Corporate Governance

Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2	2				3
CO-3	3		3	2	
CO-4		3			2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop	00	
Others		25
1. Case Study Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following table.

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Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1		X	
CO-2		X	
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.
Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

1. Class Notes
2. Kuchhal M.C. and Kuchhal V., (2018), Business Law, New Delhi, Vikas Publishing
3. Kevin Keasey, Steve Thompson and Mike Wright, (2005) Corporate Governance Accountability, Enterprise and International Comparisons, John Wiley and Sons Ltd.
4. N.D.Kapoor, (2014) "Company Law" Sultan Chand & Sons, New Delhi

2. Recommended Reading

a. Aggarwal S K, (2017), Business Laws, New Delhi, Galgotia Publishers

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Company

b. Maheshwari S N and Maheshwari S K, (2014), Principles of Business Law, New Delhi, Himalaya Publishing House

c. Ravinder Kumar, (2016), Legal Aspects of Business, New Delhi, Cengage Learning

3. Magazines and Journals

a. Business India
b. Business Today
c. Business World: ABP Group, Fortnightly business magazine
d. Prabandhan: Indian Journal of Management: Informatics Publishing Limited, Monthly issue
e. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited, Quarterly issue
f. Business Strategy: PwC Strategy& Inc., Quarterly issue

4. Websites

a. http://doj.gov.in/
b. www.LiveLaw.in

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Course Specifications: Corporate Finance

Course Title	Corporate Finance
Course Code	BAC511A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with formulation and implementation of financial decisions in a company. Analytical ability of students is honed through concepts to increase firm shareholder value. Students are taught concepts of cash management, inventory management, capital budgeting and cost of capital. In addition, value-based management and dividend decision will be discussed. Students are taught to evaluate tradeoff between risk and return. Further, students are taught tools and techniques to measure asset volatility and performance in the context of a corporation.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the essential principles of Financial Management
CO-2. Analyze and solve problems on cost of capital, capital budgeting, working capital
CO-3. Evaluate financial decisions with the objective of value maximization
CO-4. Develop financial techniques for solving problems related to Capital Structure

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5. Course Contents

Unit 1 Indian Financial system and Financial Markets: Salient features of Indian Financial System, Resource Mobilization, Channelization of Funds, Equity, Debt and Currency Markets, Markets for Short Term Financing requirements, Financial Sector Reforms and Financial Markets, Contemporary Issues

Unit 2 Introduction to Financial management: The role of Financial Management, Introduction, The goal of a firm, Corporate Governance, Organisation of Financial Management Function, The Business Environment, The Tax Environment, The Financial Environment.

Unit 3 Valuation: The Time Value of Money, The Valuation of Long-term securities; Bond Valuation, Preferred Stock Valuation, Common Stock Valuation, Risk and Return; Defining Risk and Return, Risk and Return in Portfolio Context, The Capital –Asset Pricing Model (CAPM), Efficient Financial Market. Flow of Funds Statements, Cash Flow forecasting, Cash flow estimates.

Unit 4 Working capital Management: Overview of Working Capital Management, Cash and Marketable, Securities Management, Accounting Receivables, and Inventory Management, Short – Term Financing.

Unit 5 Investment in Capital Assets: Capital Budgeting and Estimating Cash flows, Capital BudgetingTechniques

Unit 6 The Cost of Capital, Capital Structure, and Dividend Policy: Required Returns and the Cost of Capital,Operating and Financial Leverage, Capital Structure Determination, Dividend Policy

Unit 7 Intermediate and Long-Term Financing: The Capital Market, Long-Term Debt, Preferred Stock, andCommon Stock, Term Loans and Leases

Course Map (CO-PO Map)

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2		2	2
	CO-2	1	3		3	
	CO-3	2	3	1		2
	CO-4				3	1

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	

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Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		05
1. Course Laboratory	05	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		25
1. Case Study Presentation	05	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Financial Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent u	**SC1**	**SC2**	
Subcomponent Type u	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks u	**25**	**25**	
CO-1	Đ	Đ	Đ
CO-2	Đ	Đ	Đ
CO-3	Đ	Đ	Đ
CO-4	Đ	Đ	Đ
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

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8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. **Essential Reading**
   a. Class Notes
   b. Van Horne, James C and Wachowicz, John M (2015) Fundamentals of Financial Management, 13th edition, Pearson Education India
2. **Recommended Reading**
   a. Brealey, R. and Myers, S. (2014) Principles of corporate Finance. 7th edition, McGraw Hill.
   b. Gitman, L. and Zutter, C. (2012) Principles of Managerial Finance. 13th Edition, Prentice Hall.
   c. Keown, A., Martin, J. and Petty, W. (2017) Foundations of Finance. 9th Edition, PearsonEducation Limited.
3. **Magazines and Journals**
   a. The Economist
   b. CFO magazine
   c. E-Journal of Management Accounting Research, American Accounting Association
   d. Chartered Secretary, CSA publications
   e. Finance India, Review Publishing Company Ltd
   f. Forbes India – Reliance Industries, Monthly
   g. Business India - Fortnightly
   h. Business Today – Bi-weekly
4. **Websites**
   a. https://exinfm.com/training/video_finance_lessons.htm Retrieved on 8th July 2022

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from https://exinfm.com

b. http://www.quickmba.com/finance/, Retrieved on 8th July 2022 from www.quickmba.com
c. https://www.economist.com/the-world-this-week, Retrieved on 8th July 2022 from www. economist.com
d. https://www.ft.com/markets, Retrieved on 8th July 2022 from www. ft.com

f. Other Electronic Resources

1. Software: MS Excel

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Course Specifications: Innovation and Entrepreneurship

Course Title	Innovation and Entrepreneurship
Course Code	BAC512A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of course is to impart comprehensive knowledge of an innovative and entrepreneurial ecosystem. The students are encouraged to develop entrepreneurial spirit by imparting skills to start-up, grow and sustain an enterprise. This course emphasizes on igniting the innovation thought process, thereby leading to new business ventures. Students will be trained to prepare and pitch a business plan to investors using lean canvas model.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programmee Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify the concepts and process of entrepreneurship
CO-2. Analyse laws and regulations pertaining to innovative ideas for the creation and management of Business venture
CO-3. Evaluate the financial ecosystem for start-ups
CO-4. Develop a viable business plan for the investors' appraisal

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5. Course Contents

Unit 1 (Entrepreneur & Entrepreneurship): Meaning of Entrepreneur, Evolution of the concept, Functions of an Entrepreneur, Entrepreneurial process, Types of Entrepreneurships - Social entrepreneurship, Rural entrepreneurship, Key Elements in an Entrepreneur's Background, Key Entrepreneurial Feelings and Motivations - Role Models and Support Systems - MSME Policies. Make-In India, Start-Up India, Stand-Up India,

Unit 2 Laws and Regulations: Intellectual Property Rights of a New Venture, Process for Filing Patent, Trademark, Copyrights, Protection of Venture's Trade Secrets Through Licensing, Geographical Indicators, Design Act, internal Auditing Processes - Contracts, Insurance, and Product Safety and Liability

Unit 3 Innovation and Creativity: Types of Innovations. Identify Various Sources of Ideas for New Ventures - Methods Available for Generating New Venture Ideas - Creativity, Design Thinking and the Techniques for Creative Problem Solving. Aspects of the Product Planning and Development Process.

Unit 4 Creating and Managing New Venture: Creating Opportunities, Resources, Role of New Ventures and Small Businesses in the Economy, Types of Entry Strategies, Feasibility Analysis and Launching a New Venture. Generic Strategies, Strategies for Expansion, Joint Ventures, Acquisitions, Mergers, Franchising,

Unit 5 Raising Capital and financial ecosystem for the Start-up Ventures: Financial Need, New Venture Financials and Business Valuation, Sources of Funds for Enterprises, Financial Aspect of Business Plan - Preparation for Generating Funds. Bootstrapping, Banks, Angel finance, Venture Capitalist, Private Equity, Crowd Funding, Online platforms and Informal Risk Capital.

Unit 6 The Business plan: Business Plan, Scope and Value of the Business Plan to Investors, Lenders, Employees, Suppliers, and Customers, Critical Section of the Business Plan, Step-By-Step Explanation of the Business Plan, Monitor the Business Plan, Monitor the Business Plan, Marketing Plan, Organizational Plan, Financial Plan. Preparation of lean canvas Model, Project Report Preparation, Preparation and Pitching Business plan to investors.

Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	2	2	2	2	2
CO-2	2	2	2	2	3
CO-3	3	3	2	2	3
CO-4	3	3	3	3	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	

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3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		05
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Entrepreneurial Workshops	05	
Others		20
1. Case Study Presentation	04	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	04	
6. Discussing Possible Innovations	04	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

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8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Class room lectures, Brainstorming Sessions
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment, Brainstorming Sessions
4.	Analytical Skills	Class room, assignment, examination
5.	Problem Solving Skills	Assignment, examination
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Case study and group discussions
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Assignment and Group Discussion
15.	Leadership Skills	Group discussions and Case study

9. Course Resources

1. Essential Reading

1. Course Notes
2. Hisrich, R., Peters, M. and Shepherd, D., 2020. *Entrepreneurship*. 11th ed. McGraw Hill.
3. Innovation textbooks and Venture Capital reference material

2. Recommended Reading

a. Charantimath, P., 2018. *Entrepreneurship development and small business enterprises*. 3rd ed. Belgaum, India: Pearson Education.
b. Roy, R., 2020. *Entrepreneurship*. 3rd ed. Noida: Oxford University Press.
c. Innovation textbooks and venture capital

3. Magazines and Journals

a. Business World: ABP Group - Fortnightly business magazine
b. Business Today
c. Business World
d. Journal of Small Business Management , Blackwell publishing- yearly
e. Business Strategy: PwC Strategy & Inc. - Quarterly issue
f. International Journal of Entrepreneurship – Sage Publications
g. The International Journal of Entrepreneurship and Innovation - Sage Publications
h. International Journal of Entrepreneurship and Small Business - Inderscience Enterprises Ltd.

4. Websites

a. India, S., 2022. *Homepage*. [online] Start-up India. Available at: <https://www.startupindia.gov.in/> [Accessed 10 July 2022].

b. Allsharktank, Products., 2022. *Homepage*. [online] All Shark Tank Products. Available at: <https://www.allsharktankproducts.com/> [Accessed 10 July 2022].

c. India, M., 2022. *Make In India*. [online] Makeinindia.com. Available at: <https://www.makeinindia.com/> [Accessed 10 July 2022].

d. Funds seeking and crowd sourcing websites

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Course Specifications: Industry Internship

Course Title	Industry Internship
Course Code	BAI513A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of the course is to make a student experience an industry or business environment. The students are provided opportunity to explore career interests, acquire and apply knowledge and skills learned in the classrooms at work place setting. Students are provided opportunities for building competencies for a specific profession or occupation. Students are given opportunity to work as interns and complete assigned company work. In addition, the student should develop a report and make a presentation on his/her experience at the industry/business.

2. Course Size and Credits:

Number of Credits	08
Credit Structure (Lecture: Tutorial: Practical)	0:0:16
Total Hours of Interaction	250
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply organization structure theory to the company or organisation
CO-2. Analyse and evaluate classroom concepts in a work environment.
CO-3. Develop professional working knowledge for a specific profession or occupation
CO-4. Develop relevant skills for Leadership Impact

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5. Course Contents

Industry Internship in the relevant organization

Internships are educational and career development opportunities, providing practical experience in a field or discipline. They are structured, short-term, supervised placements often focused around particular tasks or projects with defined timescales. An internship may be compensated, non-compensated or some time may be paid. The internship has to be meaningful and mutually beneficial to the intern and the organization. It is important that the objectives and the activities of the internship program are clearly defined and understood.

In general, following are the intended objectives of internship training:
- Will expose technical students to the industrial environment, which cannot be simulated in the classroom and hence creating competent professionals for the industry.
- Provide possible opportunities to learn, understand and sharpen the real time technical / managerial skills required at the job.
- Exposure to the current technological developments relevant to the subject area of training.
- Experience gained from the 'Industrial Internship' in classroom will be used in classroom discussions.
- Create conditions conducive to the quest for knowledge and its applicability on the job.

A student is advised to select an organization for internship pertaining to the field of chosen specialization. A student can focus his/her study in the field on specialization such as finance, marketing, etc. The internee is advised to select a section or unit of a large / reputed organization for work. An internee should do extensive work on work allotted by the industry supervisor and prepare recommendations for areas of improvement. The internship report at the end of the internship period must give all information with regard to the learning, observations and results accomplished during the internship period.

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcome	CO-1	3	2			2
	CO-2	2	3			3
	CO-3	2		2	3	
	CO-4		2	3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Industry Internship	Field Work	160
	Report Writing	40
	Presentation Preparations	40
	Evaluation of Report and Presentations	10
	Total	**250**

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8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: CE (50% Weightage)	Component 2: SEE (50% Weightage)
Subcomponent ▶	SC1	SEE
Subcomponent Type ▶	Presentation	Internship Report
Maximum Marks ▶	50	50
CO-1	×	×
CO-2	×	×
CO-3	×	×
CO-4	×	×

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Internship
2.	Understanding	Internship
3.	Critical Skills	Internship
4.	Analytical Skills	Internship
5.	Problem Solving Skills	Internship
6.	Practical Skills	Internship
7.	Group Work	Internship
8.	Self-Learning	Internship
9.	Written Communication Skills	Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Interaction with staff of the organization
13.	Information Management	Report
14.	Leadership Skills	Effective management of learning, time management, achieving the learning outcomes

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10. Course Resources

5. Essential Reading

a. Organization website and Literature provided by the organization
b. Discussions with stakeholders e.g. Faculty Supervisor, Company representatives

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Course Specifications: Valuation, Mergers and Acquisitions

Course Title	Valuation, Mergers and Acquisitions
Course Code	BAE521A
Course Type	Specialisation – Elective
Department	Management Studies
Faculty	Management and Commerce

Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

1. Course Summary

This course deals with the essentials of corporate valuation and the importance of Mergers and Acquisitions in the corporate world. Students are taught the concepts of corporate valuation, corporate restructuring and shareholder value creation. Students are taught to analyze cases based on leveraged buyouts and recapitalizations, mergers and acquisitions, divestitures, joint ventures and alliances.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Discuss the essential principles of corporate valuation ,concept of corporate merger, acquisition activity and restructuring
CO-2. Analyze concept of intrinsic value and various approaches to compute intrinsic value
CO-3. Apply valuation techniques to measure value of the firm
CO-4. Evaluate the various forms of corporate restructuring and synergies of mergers & acquisition deals

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4. Course Contents

Unit 1 Essential Principles of Corporate Valuation: Introduction to Valuation, Project Valuation, Discounted Cash Flow method, Investment Cash Flows, Free Cash Flow, Uncertainty and Investment Analysis, Sensitivity Analysis, Decision Trees.

Unit 2 Mergers and Acquisitions: Types of Mergers, Merger Consideration, Merger Professional, Merger Arbitrage, Corporate Restructuring, Laws Regulating Mergers and Acquisitions in India, Statutory Requirement for Mergers and Acquisitions.

Unit 3 Cost of Capital: Levering and Unlevering Beta, Estimation of project WACC, Factor Models for cost of equity estimation, Single vs. Multiple WACC in firms.

Unit 4 Valuation Using Relative Multiples: Enterprise Valuation Using EBITDA, Equity Valuation Using PE Multiples, Pricing Initial Public Offerings, Two Step Approach to Estimate Enterprise Value, Terminal Value EBITDA Multiple, Use of Adjusted Present Value to Estimate Enterprise Value.

Unit 5 Corporate Structuring – Significance, Forms Of Restructuring, Joint Ventures, Sell-off and Spin-off, Divestitures, Equity Carve Out, Leveraged Buy Outs (LBO), Management Buy Outs, Master Limited Partnerships, Limited Liability Partnership (LLP) In India: Nature And Incorporation Of LLP-Merger Strategic Alliance, Buyback Of Shares.

Unit 6 Methods of Financing Mergers - Cash Offer, Share Exchange Ratio, Mergers as a Capital Budgeting Decision. Synergies from M&A: Operating and Financial Synergy.

5. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3		3	2	2
	CO-2	2		3	2	
	CO-3	3	3			3
	CO-4	2			3	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	03	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	02	
Numeracy		20
Solving Numerical Problems	20	
Practical Work		00

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1. Course Laboratory	00	
2. Computer Laboratory	00	
Others		
1. Case Study Presentation	03	
2. Guest Lecture	01	
3. Industry / Field Visit	00	05
4. Brain Storming Sessions	00	
5. Group Discussions	01	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Financial Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study

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3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Group Discussion
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentations
11.	Presentation Skills	Presentation
12.	Behavioral Skills	--
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

9. Course Resources

1. Essential Reading

1. Class Notes
2. Titman, S and Martin John D, Valuation *The Art and Science of Corporate Investment Decisions,* 3rd Edition, Pearson Education,
3. Fred W, Kwang S C, Susan E H(2015)- *Mergers, Restructuring And Corporate Control*, 4th Edition, Pearson Education

2. Recommended Reading

a. Vishwanath, S., R (2018), *Mergers, Acquisitions and Corporate Restructuring*: Text and Cases, 2nd edition, Sage Publications.

b. Damodaran A.,(2012), *Valuation* . 2nd edition, Wiley India.

c. Gaughan, P.,(2015) *Mergers , Acquisitions and Corporate Restructurings* , 6th edition, Wiley Education

3. Magazines and Journals

a. The Economist
b. CFO magazine
c. Finance India, Review Publishing Company Ltd
d. Forbes India – Reliance Industries, Monthly
e. Business India - Fortnightly
f. Business Today – Bi-weekly
g. Mergers and Acquisitions – The New Phase
h. M & A Critique
i. Counsel Conflict Dilemmas in Mergers and Acquisitions
j. eJournal of Management Accounting Research - American Accounting Association
k. Advances in Mergers and Acquisitions- Emerald Insight
l. Journal of Valuation – Emerald Insight

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4. Websites

1. *Excellence in Financial Management*, Retrieved on 13 July 2022 https://exinfm.com
2. *The Economist*, Retrieved on 13 July 2022 https://www.economist.com/
3. *Financial Times*, Retrieved on 13 July 2022 https://www.ft.com/
4. *Domain Market*, Retrieved on 13 July 2022 https://www.domainmarket.com/buynow/middlemarket.com
5. *Mergers India Info*, Retrieved on 13 July 2022 http://www.mergersindiainfo.com/
6. *Quick MBA* – Knowledge to Power Your Business Retrieved on 13 July 2022 http://www.quickmba.com/

5. Other Electronic Resources

a. Software: MS Excel

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Course Specifications: Security and Analysis Portfolio Management

Course Title	Security Analysis and Portfolio Management
Course Code	BAE522A
Course Type	Specialisation – Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with preparation of students to manage practical implications of investments in share markets. Students will be taught importance of investment in share market, security analysis, portfolio management and evaluation. Students will be trained on technical and fundamental analysis of shares, risk and portfolio management using financial models. Training will be imparted on analytical models in tracking performance measurement, active and passive trading methods. Also, Students will gain an understanding of how individuals make financial decisions and explore the existence of psychological biases in financial decision-making and examine the impacts of these biases in financial markets and other financial settings.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Develop essential principles of Investment Analysis and Portfolio Management
CO-2. Discuss concepts of in securities, stock market, portfolio, and risk management
CO-3. Evaluate portfolio performance problems using various analytical measures
CO-4. Analyse the impact of behavioral biases decision-making process in asset prices models and forecast the consequence

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5. Course Contents

Unit 1 The Investment Environment: Investments and the Investment Process, Types of Investments, Making Your Investment Plan, Careers in Finance, Securities Market and Transactions The Concept of Return, Measuring Return, Risk: The Time Value of Money and Modern Portfolio Concepts: Principles of Portfolio Planning, The Capital Asset Pricing Model, Traditional Versus Modern Portfolio Management.

Unit 2 Investment in Securities: Basic Characteristics of Common Stock, Common Stock Dividends, Types and Uses of Common Stock, Analysing Common Stock: Security Analysis, Economic Analysis, Industry Analysis, Fundamental Analysis, Technical Analysis. Fixed- Income Securities: Essential Features of a Bond, The Market for Debt Securities, Convertible Securities Bond Valuation: The Behavior of Market Interest Rates, The Pricing of Bonds, Measures of Yield and Return, Duration and Immunization, Bond Investment The Mutual Fund Concept, Types of Funds and Services, Investing in Mutual Funds, ETFS, managing your own portfolio: Constructing a Portfolio Using an Asset Allocation Scheme, Evaluating the Performance of Individual Investments, Assessing Portfolio Performance, Timing Transactions

Unit 3 Derivative Securities: Options: Puts and Calls: Put and Call Options, Options Pricing and Trading, Stock-Index and Other Types of Options, Future Market and Securities: The Futures Market, Commodities, Financial Futures

Unit 4 Behavioral finance: Introduction: Psychology- market- people. Investors, portfolio managers, analysts are they rational- Bounded rationality in real market conditions. Decision-making process and behavioral biases. Simple experiments on anchoring

Unit 5 Efficient market hypothesis: Empirical tests of efficient market hypothesis. Testing quick and correct price reactions to the news. Testing no reaction of asset prices to no news. The value of stale information. Forms of EMH. Theoretical challenges to the EMH. Empirical challenges to EMH.

Unit 6 Behavioral Economics and Finance: Prospect theory and asset pricing: Prospect theory. Bounded rationality. Expected Utility theory vs. prospect theory. Risk-taking behavior. Endowment effect: experiments. Sentiment and asset pricing.

Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2			
	CO-2	2	3		3	2
	CO-3	3	2	1	3	2
	CO-4	2	1	3	2	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		40
Demonstrations		10
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	

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Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		05
1. Course Laboratory	05	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
Others		10
1. Case Study Presentation	03	
2. Guest Lecture	02	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to M.B.A (Financial Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous Evaluation or SEE – Semester End Exam) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

a. Class Notes

b. Gitman, L. J., Joehnk, M. D., Smart, S., & Juchau, R. H. (2015). Fundamentals of investing. Pearson Higher Education

c. Robert J. Shiller (2000), Irrational Exuberance 3rd edition, Princeton University press, US

2. Recommended Reading

a. Bodie, Z., Kane, A., & Marcus, A. J. (2014). Investments. Tata McGraw-Hill Education

b. Prasanna Chandra (2018), Behavioral Finance, Second edition, Mc Graw Hill

3. Magazines and Journals

a. Personal Finance Magazine
b. Money Magazine
c. Bloomberg Markets
d. Journal of Investment Management
e. The Quarterly Review of Economics and Finance, **Elsevier**
f. The Journal of Portfolio Management, **Euromoney Publications**
g. Indian Journal of Finance, Associated Management Consultants Private Limited
h. Journal of Behavioral Finance, **Taylor & Francis and Routledge imprints**

4. Websites

a. **'How to deal with despots'**, Retrieved on 8th July 2022 from www. economist.com
b. '**Recession? We just don't know yet**, Retrieved on 8th July 2022 from www. ft.com
c. '**Security Analysis and portfolio Management'**, Retrieved on 8th July 2022 from NPTEL.

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Course Specifications: International Finance

Course Title	International Finance
Course Code	BAE523A
Course Type	Specialisation - Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This module deals with understanding the characteristics and organisation of the international financial markets and instruments. In addition, students will be able to identify and evaluate their potential uses in multinational business situations. Students are taught to identify the potential risks and shortcomings in foreign investments and international project appraisal. Students are also trained to assess cross-border valuation of multiple currencies, international financial regulations and risk management with the help of problem-solving approach, case studies and group discussions.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify potential uses of foreign exchange markets for firm profitability
CO-2. Analyse the international financial market in order to increase firm value
CO-3. Demonstrate use of financial techniques and tools in international finance
CO-4. Solve problems related to operations, investments and financing risks in international setting

5. Course Contents

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Unit 1 Foundations of International Financial Management (IFM): Environment for International Financial Management, Developing Rationale for the existence IFM, IFM versus Domestic Finance Management, Analysing Challenges in IFM, Elucidating functions in a Global Context, Analysing the International Monetary System, Gold Standard and Bretton Woods, Illustrating the Balance of Payments

Unit 2 The Foreign Exchange Market: The Market for Foreign Exchange, Bid-Ask Spread, Triangular Arbitrage, Forward Agreements, Cross Rates, Analysing Structure of Foreign Exchange Market, Demonstrating Mechanics of Currency Trading, Elucidating Types of Transactions and Settlement Dates, Expounding Exchange Rate Quotations and Arbitrage, International Parity Conditions, Futures and Options, Currency Futures Transactions

Unit 3 Foreign Exchange Exposure and Management: Management of Transaction Exposure, Economic Exposure and Translation Exposure, Transfer Pricing and Netting

Unit 4 Financial Management for Multinational firms: Explicating the Basic Techniques of Managing Currency Exposure, Critically Evaluating Risk Management Process, Expounding Hedging Policy and Associated Organisational Issues, Explaining Basic Concepts in International Project Appraisal and Capital Budgeting, Critically Reviewing the NPV approach, Applying the Adjusted Present Value (APV) Framework, Evaluating Approach to Project Appraisal, Illustrating the Determination of Cost of Capital-International Capital Asset Pricing model (CAPM), Applying Theory of Investment Appraisal, Analysing International Joint Ventures

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	2	2	1	1
	CO-2	2	3	1		1
	CO-3	1	2	1	1	1
	CO-4	1	2	1	1	1

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		25
1. Solving Numerical Problems	25	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	

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Others		10
1. Case Study Presentation	10	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.Tech. (Electronics and Communication Engineering) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC5), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent ▶	**SC1**	**SC -2**	
Subcomponent Type ▶	**Mid-Term Test**	**Assignment, Presentation and Class Participation**	**100 Marks**
Maximum Marks ▶	**25**	**25**	
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4		X	X
The details of SC1, SC2 are presented in the Programme Specifications Document.			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per above template at the beginning of the semester. Course reassessment policies are presented in the Academic Regulations document. The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	--
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination

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10.	Verbal Communication Skills	--
11.	Presentation Skills	--
12.	Behavioral Skills	--
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

9. Course Resources

a. Essential Reading

1. Class Notes
2. Cheol Eun and Bruce Resnick (2018) *International Financial Management*, 8th edition, McGraw Hill

b. Recommended Reading

1. Mihir Desai (2012), *International Finance, A Casebook*, 1st Edition, Wiley publications
2. Apte P.G. (2017*), International Finance Management*, 2nd Edition, Tata McGraw Hill

c. Magazines and Journals

1. The Economist
2. CFO magazine
3. eJournal of Management Accounting Research, American Accounting Association
4. Chartered Secretary, CSA publications
5. Forbes India – Reliance Industries, Monthly
6. Business India - Fortnightly
7. Business Today – Bi-weekly
8. The Journal of Finance, Wiley Online Library
9. International Finance, Wiley Online Library
10. Journal of International Money and Finance, Elsevier

d. Websites

1. Excellence in Finance (2022) N.A, *Finance Topics*, Retrieved on 3rd July 2022 from http://www.exinfm.com
2. Economist Magazine (2022) N.A, *Economist*, Retrieved on 3rd July 2022 from http://www.economist.com
3. Financial Times (2022) N.A, *Financial Times*, Retrieved on 3rd July 2022 from http://www.ft.com

e. Other Electronic Resources

1. Software: MS Excel

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Course Specifications: Taxation

Course Title	Taxation
Course Code	BAE524A
Course Type	Specialisation – Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with essentials of direct tax planning and management. Students are taught the concepts of Heads of income, Tax evasion, Tax avoidance and Tax planning. Students are trained to compute tax liability and file returns. Students are taught the concepts, principles, types and methods of computing Goods and Service Tax (GST). Students are also introduced to major Indirect Tax Reforms. Students are trained on computation of GST using software.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the Residential Status of an Assesse
CO-2. Analyze Taxable Income under various heads and Tax Liability of an Assessee
CO-3. Evaluate the Implications of Taxation on Business Strategy and Planning
CO-4. Create Goods and Services Tax invoice using appropriate Software

5. Course Contents

Unit 1 (Basic Concepts of Income Tax Act, 1961): Meaning, Basic Concepts of Taxation – Assessment

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Year, Previous Year, Person, Assessee, Five Heads of Income, Charges on Income, Gross Total Income, Capital and Revenue Receipts. Residential Status of a Person, Receipt and Accrual of Income, Deemed to Accrue or arise in India, Connotation of Income for Resident of India and Non-Resident of India. Concept of Tax Planning and Tax Management, Tax Avoidance, Tax Evasion.

Unit 2 (Income from Salary): Meaning, Definition, Advance Salary, Arrears of Salary, Perquisites, Provident Fund, Gratuity, Commutation of Pension, Encashment of Leave, Deductions from Salary U/s 16, Problems on Income from Salary ,IT forms..

Unit 3 (Income from House Property): Basics of Charges, Deemed Owners, Exempted Income from House Property, Annual Value, Determination of Annual Value, Problems on Income from House Property.

Unit 4 (Computation of Income from Business and Profession): Concepts, Objectives and basis of Charge for business and profession, Introduction to income from Capital Gain and Income from Other Sources.

Unit 5 (Setoff and Carry Forward of Losses): Concepts, Permissible Deductions –under Sec. 80C to 80U, Sec 10, Return of Income, Advance Payment of Tax, Collection at Source, Computation of Gross Total Income.

Unit 6 (Basic Concepts of Indirect Tax): Concept of Tax reforms, Advantages and Disadvantages of Indirect Tax Reforms – Custom Duty and Goods and Services Tax (GST), Concept and Meaning of GST, Types of GST – Central GST (CGST) and State GST (SGST), GST Working Model, GST-Exemption, Preparation of Purchase and Sales Invoice with GST.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2			
	CO-2	2	1		3	
	CO-3	2		2	3	3
	CO-4		3		3	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	

3. / Course/Workshop / Kitchen	00	
Others		25
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	10	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A (Financial Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table. The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, Assignment , Examination
5.	Problem Solving Skills	Class room, Assignment ,Examination

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6.	Practical Skills	Class room, Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and Presentation
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Group discussions and Case study
15.	Leadership Skills	Class room lectures

10. Course Resources

1. Essential Reading

a. Course notes

b. Singhania Vinod (2022) *Direct Tax Laws and Practice*, 61st edition, New Delhi, Taxman's Publications (p) Ltd.

c. Datey V.S. (2022) *GST Ready Reckoner*, 43rd edition, Taxman's Publications, New Delhi

2. Recommended Reading

1. Ravi Chhawchharia (2022*) Direct Tax Laws & International Taxation* (DT), 4th Edition, Taxmann's Publications, NewDelhi
2. Guptha S.S. (2022) *GST law and Practices*, 1st edition, Taxmann's Publications, NewDelhi

3. Magazines and Journals

a. Management Accounting, publisher The Institute of Cost Accountant of India (ICAI), monthly.

b. Chartered Accounts Today, publisher The Institute of Cost Accountant of India (ICAI), monthly.

4. Websites

a. Central Board of Indirect Tax. gov.in. 2022. [online] Available at: <http://www.cbic.gov.in> [Accessed 11 July 2022].

b. Central Board of Direct Tax. gov.in. 2022. [online] Available at: <http://www.cbdt.gov.in> [Accessed 11 July 2022].

c. Gstcouncil.gov.in. 2022. Goods and Services Tax Council | GST. [online] Available at: <http://www.gstcouncil.gov.in> [Accessed 11 July 2022].

5. Other Electronic Resources

Accounting Software

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Course Specifications: Group Project

Course Title	Group Project
Course Code	BAP601A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to apply and synergise the learning outcomes of M.B.A. Programme through a group project. The group project focuses on the application of appropriate management practices and use of relevant university resources and departments for definition and execution of the project. In addition, this course enables the student to gain practical experience of working in a project mode, requiring interactions with the domain specialist to meet the managerial challenges of the project undertaken. The significant feature of the project will be the demonstration of its applicability and quantification of benefits.

2. Course Size and Credits:

Number of credits	05
Credit Structure (Lecture: Tutorial: Practical)	00:01:04
Total hours of interaction during the semester	145
Number of semester weeks	15
Department responsible	Management Studies and Commerce
Course marks	Total Marks : 100
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO1: Work in a team and undertake a project in their area of specialization
CO2: Apply the management principles for executing the project
CO3: Apply appropriate research methodology while formulating a project
CO4: Analyse data, report findings and recommend appropriate solutions to resolve the problem
CO5: Develop a video which explains the project, exhibit, make a presentation and document the work

5. Course Contents

Course Content (Indicative)
Need for undertaking a project, project specifications, Strategy analysis, and presentation Project Management, Project Development, Project Validation, Project Evaluation, Exhibition, Presentation, Team building, Team work, Leadership skills

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1					3
	CO-2	3	2			
	CO-3	2	3			
	CO-4		3		2	
	CO-5				3	2

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Critical Review, Problem Formulation and stating Objectives	Reading Journal papers , books and other relevant materials and problem formulation	25
	Presentation to Reviewers	5
Data collection for problem solving	Group work with supervisors guidance	35
Analysis and conclusions	Group work with supervisors guidance	35
Video creation, Presentation, Thesis/Report Writing and Viva Voce		
	Thesis/Report writing - Group	30
	Project Exhibition and Video creation - Group	10
	Presentations	5
	Total	145

Note: The above time calculation is for a group of 5 students and can be modified depending on the number of students. The project chosen should justify the time allotted.

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.Tech. (Electronics and Communication

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Engineering) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE, COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
Subcomponent	**CE - SC1 (50 %)**	**SEE (50%)**
Subcomponent Type	**Presentation and Exhibition**	**Project Report**
Maximum Marks	**25**	**25**
CO-1	X	
CO-2	X	
CO-3		X
CO-4		X
CO-5	X	

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving Leaning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Literature Review and group Interactions
2.	Understanding	Literature Review and group Interactions
3.	Critical Skills	Assignment - (problem identification)
4.	Analytical Skills	Assignment (data analysis)
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Assignment
8.	Self-Learning	Assignment
9.	Written Communication Skills	Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioural Skills	Assignment
13.	Information Management	Report
14.	Leadership Skills	Assignment

10. Course Resources

a) Essential Reading- Relevant papers and articles

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Course Specifications: MBA Dissertation and Publication

Course Title	MBA Dissertation and Publication
Course Code	BAP602A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to give an insight to the students on application of principles of research methodology, preparation of research project proposal, research project management, execution of research project and effective technical communication and presentation. It also emphasizes the need and the relevance of a structured approach to identify a research topic and undertake research. This module provides an opportunity for students to apply theories and techniques learnt during program work. The student is also required to submit the paper to a conference approved by the department and make a presentation to the examiners in the faculty.

2. Course Size and Credits:

Number of credits	14
Credit Structure (Lecture: Tutorial: Practical)	01:01:12
Total hours of interaction during the semester	400
Number of semester weeks	15
Department responsible	Management Studies/ Commerce
Course marks	Total Marks : 200
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes

After undergoing this course students will be able to:

CO1: Critically review scholarly literature collected from various sources for the project purpose and formulate a research problem
CO2: Prepare and present a research proposal
CO3: Conduct research to achieve research objectives
CO4: Propose new ideas/methodologies or procedures for further improvement of the research undertaken
CO5: Create research document and write and submit research papers for publication in reputed journals

5. Course Contents

Course Content (Indicative)
Research Methodology : Information search, retrieval and review Use of conceptual models and frameworks Problem solving , Evaluation Interpretations , drawing conclusions Proposing ideas or methods for further work Thesis writing Oral presentation Authoring Research paper Presentation and Analysis of data Interpretation of data in a conference or in SCOPUS indexed /UGC Care journals

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			2	
	CO-2				3	2
	CO-3	2	3	2		
	CO-4		3	2		
	CO-5				3	2

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Information search, retrieval and review, Project definition and project planning	ReadingJournalpapers, booksand otherrelevant materialsandproblem formulation	150
Use of conceptual models and Frameworks	Individual work with supervisors guidance	50
Problem solving and Evaluation	Individual work with supervisors guidance	50
Interpretations and drawing Conclusions	Individual work with supervisors guidance	50
Proposing ideas or methods for further work	Individual work with supervisors guidance	20

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Create research document and write research papers for publications	Thesis/Report writing/Presentation	20
	Authoring research paper/Publication	20
Defend the research findings in front of scholarly audience	Presentation Preparation	20
Tests/Examinations/presentations preparation		20
	Total	400

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

	Component 1: CE (50% Weightage)		
Subcomponent	**SC1**	**SC2**	**Semester End Examination: SEE (50% weightage)**
Subcomponent Type	**Interim and Final Report Presentation**	**Paper Development and Upload**	**Report**
Maximum Marks	**50**	**50**	**100**
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4	X	X	X
CO-5	X	X	X

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving Cos

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Thesis
2.	Understanding	Thesis
3.	Critical Skills	Thesis

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4.	Analytical Skills	Thesis
5.	Problem Solving Skills	Thesis
6.	Practical Skills	Thesis
7.	Group Work	---
8.	Self-Learning	Thesis
9.	Written Communication Skills	Report writing
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioural Skills	Thesis
13.	Information Management	Thesis
14.	Leadership Skills	Thesis

10. Course Resources

a. **Essential Reading**

1. Booth W. C, Colomb and G.G Williams. (2005) The Craft of Research, Chicago University Press
2. Willium M.K and Trochim. (2003)Research Methods, 2nd Edition, Biztantra Publications
3. Jonathan Grix. (2004) The Foundation of Research, Palgrave Study Guides

b. **Recommended Reading**

1. Wisker Gina. (2001) The Post Graduate Research Handbook, Palgrave
2. Rugg G. and Petre M. (2004) The Unwritten Rules of Ph.D research, Open University

c. **Magazines and Journals**

1. **Websites – Google Scholar**
2. **Other Electronic Resources- EBSCO, Google Scholar**

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RAMAIAH UNIVERSITY OF APPLIED SCIENCES

Programme Specifications

M.B.A. (Hospitality Management) Degree Programme

Programme Code: 099

Faculty of Management and Commerce

Batch 2022-2023 Onwards

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University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) focuses on student-centric professional education and motivates its staff as well as students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

To be an institute of excellence imparting Management Education for various Stakeholders to be Co-creators, Leaders and Entrepreneurs for Societal and Global Prosperity

Mission

M1. To inculcate life-long learning attribute through contemporary Pedagogical Techniques and Assessment

M2. To cultivate critical thinking capabilities and promote multidisciplinary research for contextual problem solving through a scientific approach

M3. To instill innovative Business Practices and Entrepreneurial Intentions for Sustainable Growth and Outreach

M4. To develop Leaders with a holistic mindset sensible to humanity and Society

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences
5. To instill the spirit of entrepreneurship in our youth ~~to~~ and help to create ~~more~~ career opportunities in the society by incubating and nurturing technology product ideas, and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with Universities, Industries, Businesses, Research Establishments, NGOs, International Organizations, Governmental Organizations in India and Abroad to enrich the experiences of faculties and students through research and developmental programmes

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Programme Specifications: M.B.A. (Hospitality Management)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	099
Programme Name	M.B.A. (Hospitality Management)
Dean (I/C) of the Faculty	Dr. K.M. Sharath Kumar
Head of the Department	Dr. K.M. Sharath Kumar

1. **Title of the Award:** M.B.A. (Hospitality Management)
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** October 2023
7. **Date of Programme Approval by the Academic Council of MSRUAS:** November 2023
8. **Next Review Date:** September 2025
9. **Programme Approving Regulating Body and Date of Approval:** All India Council for Technical Education, New Delhi, 24-May-2023
10. **Programme Accredited Body and Date of Accreditation:** Not Applicable
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** Not Applicable
14. **Rationale for the Programme**

The 'Hospitality Industry' is a diverse and specialised service sector, employing millions of people in a wide array of jobs around the globe. United Nations World Tourism Organisation estimates an annual growth rate of approximately 10% in the hospitality industry, and the need for middle and senior level management professionals is estimated to grow proportionately. There is a shortage of qualified personnel in higher management positions in the hospitality industry. The undergraduate programmes offered by most institutions have limitations in the management component of hospitality studies which limits the growth prospects of personnel in the industry.

A Masters programme which addresses the continuous need for competent professionals in the higher echelons of hospitality management is the need of the day. At the managerial level there is a growing need for high quality education and training in hospitality to fill the gap between industry expectations and hospitality education offered today. A Master of Business Administration in Hospitality Management will ensure a strong managerial approach and well developed entrepreneurship orientation.

Individuals who will benefit from the programme include college graduates interested in entering the hospitality service sector at a managerial level, hospitality employees,+++ seeking to gain expertise and hospitality managers who want to learn about new technologies and global opportunities in the field. This Master's programme will also be beneficial to entrepreneurs

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looking for avenues to succeed in the hospitality business.

Programme Mission

The aim of the programme is to create highly motivated graduates who can efficiently and effectively manage the complex Hospitality Industry. It also aims to promote creative innovative and critical thinking among graduates to develop entrepreneurial and consultative abilities.

15. Graduate Attributes (GAs)

GA-1. **Knowledge of Business Management:** Demonstrate deep understanding of conceptual knowledge in their chosen specialisation

GA-2. **Ethics and Social Responsibility:** Demonstrate ethical and socially responsible behaviour in Business decisions

GA-3. **Relevant Technological Literacy:** Ability to leverage appropriate technology for business decisions

GA-4. **Problem Solving and Decision Making:** Utilise critical and innovative thinking to identify and solve business problems

GA-5. **Entrepreneurial Awareness:** Acquire relevant knowledge to establish entrepreneurial ventures

GA-6. **Global Citizenship:** Exhibit team work and effective communication to adapt to cross-functional and multicultural work environments

GA-7. **Research and Lifelong Learning:** Ability to conduct business research and solve problems in a dynamic business environment

GA-8. **Leadership:** Exhibit initiative, intrapreneurial skills and lead teams effectively

16. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

17. Programme Goal

The programme goal is to produce postgraduates who will be able to apply management tools and techniques to optimally use scarce resources and emphasize on holistic decision-making with empathy to improve transparency as well as mitigate risks for a business process.

18. Program Educational Objectives (PEOs)

PEO-1. Practice contemporary global management principles in a wide range of business and real-world paradigm

PEO-2. Conduct applied research for addressing relevant business and societal concerns through an evidence based approach

PEO-3. Excel as aspiring Intrapreneurs and Entrepreneurs for Societal Well-being

PEO-4. Bestow Human Values with a rational mind-set for contingent business solutions

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19. Programme Structure:

Semester 1							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAC501A	Managerial Skills and Business Communication	03	00	02	04	100
2	BAC502A	Human Resource Management	03	02	00	04	100
3	BAC 503A	Managerial Economics	03	00	02	04	100
4	BAC504A	Managerial Accounts	03	02	00	04	100
5	BAC505A	Marketing Management and Marketing Research	03	00	02	04	100
6	BAC506A	Operations Management	03	00	02	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Semester 2							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAC507A	Strategic Management, CSR and Sustainability	03	02	00	04	100
2	BAC508A	Business Mathematics, Statistics and Analytics	03	00	02	04	100
3	BAC509A	Management Information Systems	03	00	02	04	100
4	BAC510A	Business Law and Corporate Governance	03	00	02	04	100
5	BAC511A	Corporate Finance	03	00	02	04	100
6	BAC512A	Innovation and Entrepreneurship	03	02	00	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Between Semester 2 and Semester 3

Industry Internship					
Sl. No.	Code	Course Title	Practical (H/W/S)	Total Credits	Max. Marks
1	BAI513A	Industry Internship	16	**08**	100
	Total Number of Contact Hours Per Week in Industry		**16**		

Semester 3							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAE571A (Major-1)	Hospitality Operations Management	03	00	02	04	100
2	BAE572A (Major-2)	Hospitality Revenue Management	03	00	02	04	100
3	BAE573A (Major-3)	Customer Relationship Management and Public Relations	03	00	02	04	100
4	BAE574A (Major-4)	Hospitality Information Systems	03	00	02	04	100
5	(Minor-1)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization)	03	00	02	04	100

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6	(Minor-2)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization)	03	00	02	04	100
		Total	**18**	**00**	**12**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Between Semester 3 and Semester 4

Industry Internship					
Sl. No.	**Code**	**Course Title**	**Practical (H/W/S)**	**Total Credits**	**Max. Marks**
1	BAP601A	Group Project	16	**08**	100
Total Number of Contact Hours Per Week in Industry			**16**		

Semester 4							
Sl. No.	**Code**	**Course Title**	**Theory (H/W/S)**	**Tutorials (H/W/S)**	**Practical (H/W/S)**	**Total Credits**	**Max. Marks**
1	BAP602A	MBA Dissertation and Publication	0	0	28	14	100
		Total				**14**	**100**
Total Number of Contact Hours Per Week in Industry			**28**				

Note:

1. The Vacations and other activities shall be as per the Timetable and Academic Calendar for the corresponding batch
2. Students will undergo Summer Internship between 2nd and 3rd Semesters
3. Summer Internship will be evaluated in the 3rd Semester
4. Group Project will be initiated at the end of Semester 3 and evaluated before Semester 4
5. Research Methodology will be taught as a Value-Added Course
6. Minimum 20 Students are required to deliver Major Specialization

20. **Course Delivery:** As per the Timetable

21. **Teaching and Learning Methods**

1. Face to Face Lectures using Audio-Visuals
2. Workshops, Group Discussions, Debates, Presentations
3. Cases, Case study, Case lets
4. Demonstrations
5. Guest Lectures
6. Laboratory work/Field work
7. Industry Visit
8. Seminars/ Conferences
9. Group Exercises
10. Project Exhibitions
11. Management Festivals

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22. Assessment and Grading

22.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-End Examination (SEE): This component represents the summative assessment carried out in the form of an examination conducted at the end of the semester.

Marks obtained in CE and SEE components have equal weightage (CE: 50% and SEE: 50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

22.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

Theory Course	
Mid-Term Exam (SC1)	Assignment/Presentation and Class Participation (SC2)
25 Marks	25 Marks

There shall be two sub - components of CE (SC1 and SC2). Each sub-component is evaluated individually for 25 marks. Apart from Mid-Term 25 Marks, the other components of CE can be of any of the following types:

a) Online Test
b) Assignments/Problem Solving
c) Presentation
d) Field Assignment
e) Open Book Test
f) Portfolio
g) Reports
h) Case Study
i) Group Task
j) Quiz
k) Practical Tasks
l) Any other

After the two subcomponents are evaluated, the CE component marks are determined as:

CE Component Marks = SC1 + SC2 (Scaled Down to 25 Marks Each)

An additional sub-component may be used at the discretion of the Faculty/Department. The Department can conduct the 3rd subcomponent SC3, if this subcomponent provides benefit to students. If the Department/Faculty conducts the SC3 subcomponent of evaluation, and the score obtained by the student in SC3 is greater than the lowest score of the previous two subcomponents SC1 and SC2, then it replaces the lower of the two scores.

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23. Student Support for Learning

1. Course Notes
2. Reference Books in the Library
3. Magazines and Journals
4. Internet Facility
5. Computing Facility
6. Laboratory Facility
7. Staff Support
8. Lounges for Discussions
9. Any other support that enhances their learning

24. Quality Control Measures

1. Review of Course Notes
2. Review of Question Papers and Assignment Questions
3. Student Feedback
4. Moderation of Assessed Work
5. Opportunities for Students to see their Assessed Work
6. Review by External Examiners and their Reports
7. Staff Student Consultative Committee Meetings
8. Student Exit Feedback
9. Board of Examination

25. Programme Map (PO Map)

Sem.	Course Title	PO-1	PO-2	PO-3	PO-4	PO-5
1	Managerial Skills and Business Communication	3	1		3	3
1	Human Resource Management	1	2	2		3
1	Managerial Economics	2	3		3	3
1	Managerial Accounts	3			3	3
1	Marketing Management and Marketing Research	3	3	3	2	3
1	Operations Management	3	1	1	3	3
2	Strategic Management, CSR and Sustainability	1			3	2
2	Business Mathematics, Statistics & Analytics	3	1	1	3	3
2	Management Information Systems	1	2		3	3
2	Business Law and Corporate Governance	2	3	2	1	1
2	Corporate Finance		1	3	2	1
2	Innovation and Entrepreneurship	3	2	2	2	2
B/W 3&4	Industry Internship	2				3
3	Hospitality Operations Management	3	1	3	2	1
3	Hospitality Revenue Management	3	2	3	3	3
3	Customer Relationship Management and Public Relations	3	2	3	3	3

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3	Hospitality Information Systems	2			2	1
B/W 3&4	Group Project	2		1	2	2
4	MBA Dissertation and Publication	3	2		2	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

26. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

27. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. The Students are involved in planning and organizing the activities.

28. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.

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Course Specifications: Managerial Skills and Business Communication

Course Title	Managerial Skills and Business Communication
Course Code	BAC501A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce to students, the fundamentals of Management Concepts and Managerial Skills. The course is intended to introduce the various functions of management, levels of management and skills associated with various levels of management. Students will also gain an appreciation of the roles of a Manager and Leader.

This course aims at equipping students with the essentials of business communication. Business Communication is essential since it is the important process through which managers and organizations in their entirety accomplish the set objectives culminating in the success.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:
CO-1. Apply Fundamental Management Principles for Effective Decision-Making
CO-2. Analyze and Managerial Skills and their Organizational Impact
CO-3. Evaluate Proficient Business Communication Strategies
CO-4. Develop Persuasive Oral and Written Communication for Leadership Impact

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5. Course Contents

Unit 1 (Introduction): Concept of Fundamentals of Management, Evolution of Management Thought, Scope, Functions Principles of Scientific Management and Principles of Modern Management

Unit 2 (Functions of Management): Planning, Organizing, Staffing, Leading, Controlling and Leadership and Motivation theories

Unit 3 (Managerial Skills): Various skills required for management and leadership, Conceptual skills, Technical skills, Human skills, Leadership skills, Communication skills and associated skills

Unit 4 (Nature of Business Communication): Introduction, Types of Business Communication, Communication Network in Organizations; Importance of Listening in the Workplace: Introduction, Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context

Unit 5 (Reading Skills): Introduction, Types of reading, SQ3R (Survey, Question, Read, Retrieve, and Review) Technique of Reading

Unit 6 (Written Business Communication): Introduction, General Principles of Writing, Principles of Business Writing, Internal Business Communication: Writing Memos, Circulars and Notices, Communicating through Email, Communication with Stakeholders

Unit 7 (Internal and External Business -Communication): Writing Business Reports: Introduction, Types of Business Reports, Format for Business Reports, Steps in Report Preparation; Proposals

Unit 8 (Presentation Skills): Public speaking including Message development, content, projection, inflection and delivery

Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2			2
	CO-2	2	3			3
	CO-3	2		2	3	
	CO-4		2	3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

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6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		0
1. Solving Numerical Problems	00	

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Practical Work		10
1. Course Laboratory – MS OFFICE	05	
2. Computer Laboratory	00	
3. Workshop	05	
Others		20
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

a. Course notes

b. Harold K & and Heinz. W, (2015) Essentials of Management, 6th edition, Tata McGraw-Hill, New Delhi

c. Krishnamacharyulu CSG, (2016) Business Communication, Himalaya Publishing House

2. Recommended Reading

a. Prasad, L. M. (2015). Principles and Practice of Management. 9th edition, S Chand and sons

b. V. Lesikar, John D. Pettit, Jr., Marie E. Flatley. (1999), Basic Business Communication, 8th Edition, Tata McGraw Hill

3. Magazines, Periodicals and Journals

a. Economic Times, Business Standard, Hindu Business Line

b. Business Today

c. Business India

d. Business World: ABP Group - Fortnightly business magazine

e. Prabandhan: Indian Journal of Management: Informatics Publishing Limited – Monthly issue

f. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited – Quarterly issue

4. Websites

WWW.NPTEL.AC.IN

WWW.SWAYAM.GOV.IN/NC_DETAILS/NPTEL

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Course Specifications: Human Resource Management

Course Title	**Human Resource Management**
Course Code	BAC502A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Human Resource Management and its role within the modern organisation. Students are introduced to the concepts of Personality, Attitude, Perception and Behavior in Organisations. In addition, students are taught to analyse the concepts of recruitment, training and performance management. Students are also exposed to basic concepts of organisational design and organisational life cycle. Further, students will gain hands-on experience in HR Processes.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-5. Applying the concepts of Human Resource Management in an organization
CO-6. Analyzing the contribution of Organisation Behaviour in managing human resources of an organisation
CO-7. Evaluating the approaches to human resource strategies in terms of recruitment, training & development, and performance management
CO-8. Propose the principles of Industrial Relations and Conflict Management using advanced strategies

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5. Course Contents

Unit 1 Human Resource Management (HRM) Overview and Human Resource Planning: Concepts and Evolution of HRM, Difference between HRM and Personnel Management, HRM Objectives, HRM Functions, Role of the HR Practitioner, Strategic HRM and its Importance, Organisation of HR Department and Best HR Practices. Objectives of HR Planning, Planning Process, Benefits, Job Analysis, Job Description and Job Specification, Job Design and its Significance

Unit 2 Introduction to Organisational Behaviour, Culture, Structure and Design (OB): OB Model and Goals of OB, Foundations of Individual Behavior - Individual differences, Ability, Perception, Aptitude, Attitude, Learning, Personality, Foundations of Group Behavior - Group Properties, Group Development and Johari Window, Emotional Intelligence, Role of Organisations in Society, Organisation Structure and its Elements, Organisational Design and its Importance, Organisational Culture and its Types.

Unit 3 Recruitment, Training & Development: Recruitment and Selection, Recruitment Planning Process, Selection - Significance and Methods, Psychometric Tests for Hiring, using Social Media for Hiring, Induction, Training and Development, Career Management, HR Audit, Separations, Promotions, Transfers.

Unit 4 Performance and Compensation Management: Introduction, Objectives of Performance Management, Cycle of Performance Management, Performance Appraisal System, Methods of Appraisal - Traditional and Contemporary, Reward Management - Grade and Pay Structures, Rewarding Special Groups, Employee Compensation and Benefits.

Unit 5 Industrial Relations and Conflict Management: Industrial Relations, Objectives, Employee Relations Process and Approaches - Employee Voice and Grievances, Causes and Effects of Grievances, Grievance Handling Procedure, Employee Health and Safety and Factories Act, Conflict Management, Conflict Resolution Process.

Course Map (CO-PO Map)



Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3	2	2	2	2
CO-2	3	3	3	2	2
CO-3	3	3	2	3	3
CO-4	3	3	2	3	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00

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1. Solving Numerical Problems	00	
Practical Work		07
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Role Plays	07	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		18
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Human Resource Management). The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Case-study Presentations
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Group Discussions
15.	Leadership Skills	Group Discussions

9. Course Resources

1. Essential Reading

1. Course Notes

2. Dessler, G., 2017. *Human Resource Management*. 15th ed. Upper Saddle River (N.J.): Prentice Hall.

3. Robbins, S. and Judge, T., 2018. *Organizational Behavior*. 18th ed. New Delhi: Pearson.

2. Recommended Reading

d. Armstrong, M. and Taylor, S., 2020. *Armstrong's Handbook of Human Resource Management Practice*. 15th ed. New York: Kogan Page.

e. Monappa, Arun. (2017) *Industrial Relations,* 2nd ed. McGraw Hill Education, New Delhi

3. Magazines and Journals

6. HBR Magazine
7. International Journal of Organizational Analysis, Emerald Group Publishing Ltd
8. Participation and Empowerment: An International Journal, MCB UP Ltd
9. Development and Learning in Organizations, Emerald Group Publishing
10. Elsevier and springer and people matter

4. Websites

5. Management Library. 2022. *Management Library*. [online] Available at: <https://managementhelp.org/> [Accessed 10 July 2022].
6. SHRM. 2022. *SHRM - The Voice of All Things Work*. [online] Available at: <http://www.shrm.org/> [Accessed 10 July 2022].
7. Valamis. 2022. *What Is Talent Management? Model, Strategy, Process*. [online] Available at: <https://www.valamis.com/hub/talent-management> [Accessed 10 July 2022].

8. Other Electronic Resources

NA

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Course Specifications: Managerial Economics

Course Title	Managerial Economics
Course Code	BAC503A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with economics for managerial decision making. Students will be introduced to concepts such as scarcity and efficiency, problems of economic society, demand and supply analysis and elasticity. Further, concepts related to consumer behavior, producer behavior, and cost analysis as well inclusion of advanced topics in economic analysis are highlighted. Students will also be familiarized with Gross Domestic Product (GDP), national income and analyze the implications of changes in fiscal and monetary policies.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the concepts of microeconomics, macroeconomics and consumer behavior
CO-2. Analyze with the help of forecasting techniques to address demand-supply concerns
CO-3. Evaluate economic logic for managerial decision making
CO-4. Discuss implications of changes in Government fiscal and monetary policies

5. Course Contents

Unit 1 (Introduction to Managerial Economics): Economic Systems, Principles of Managerial Economics, Integration with Other Managerial Decision-Making Process, Tools and Analysis of

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Optimization, Role of Government, Private, Competition Vs. Cooperation.

Unit 2 (Demand-Supply Analysis and Consumer Behaviour): Definitions, Determinants, Laws and Curves of Demand and Supply, Demand Forecasting, Qualitative and Quantitative Interpretation of Demand, Law of Diminishing Marginal Utility, Consumer and Producer Surplus, Analysis of Consumer Behavior, Individual Consumer Decisions, Analysis of Consumer Decisions in Terms of their Underlying Preferences Consumer Preferences, Use of Utility Function to Make Predictions about Consumer Preferences.

Unit 3 (Analysis of Production, Costs and Revenues): Cost of Factors Involved in Production, Variable and Fixed Cost, Average and Marginal Cost, Real and Opportunity Cost, Economies of Scale, Law of Returns: Constant, Decreasing and Increasing Returns.

Unit 4 (Market Structures and Decision Making): Market Types, Perfect Competition, Price Determination and Equilibrium, Monopoly - Features, Equilibrium Condition, Price Discrimination, Monopolistic Competition – Features, Oligopoly - Cartels, Pricing Strategy, Sustainability Business Model.

Unit 5 (Fiscal and Monetary Policies): Gross Domestic Product, Consumer Price Index, Inflation Measurement and Adjustment, Standard of Living, Physical and Human Capital, Factors Affecting Productivity, The Business Cycle, Fiscal Policy Tools, Automatic Stabilizers, Contractionary and Expansionary Gaps, Inflows, Outflows and Restrictions Exchange Rates, Currency Appreciation and Depreciation, Trade Deficits and Surpluses.

Unit 6 The Keynesian System and Post Keynesian Macroeconomics: The Problem of Unemployment, The Simple Keynesian Model, Equilibrium Output, Components of Aggregate Demand, Equilibrium Income, Role of Fiscal Policy and Multiplier, Exports and Imports in the Simple Keynesian Model; Interest Rates And Aggregate Demand; Keynesian Theory Of The Interest Rate; Money Supply and Money Demand in Keynesian Framework, New Classical Position: Keynesian Counter Critique, Rational Expectations Hypothesis, Business Cycle Theories, Multiplier –Accelerator Intersection Model, Business Cycle Theory, Political Business Cycle Model, New Keynesian Economics: Menu Cost Theory, Efficient-Wage Theory, Insider-Outsider Model and Hysteresis, Analysis of Case Studies.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	2	1		2
	CO-2	2	3		3	3
	CO-3	3	2	1	3	3
	CO-4	2	3	2	2	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05

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1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		15
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	00	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

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9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Class room discussions, case study
6.	Practical Skills	Group activity, field study
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Group discussion

10. Course Resources

1. Essential Reading

1. Course notes
2. Paul A.S. and William N.D. (2010) *Economics*, 19th edition, McGraw Hill
3. Froyen, R. T. (2015) *Macroeconomics: Theory and Policies*, 10th edition, Pearson

2. Recommended Reading

1. Perloff, J. M. (2019) *Microeconomics*, 7th edition, Pearson
2. Varshney, R.L. and Maheshwari, K. L. (2014) *Managerial Economics*, 22nd revised edition, Sultan Chand & Sons
3. Paul, J. (2018) *Business Environment*, 4th edition, McGraw Hill education

3. Magazines and Journals

1. Economic and Political Weekly
2. Chartered Secretary
3. Chartered Accounts Today
4. Industrial Economist
5. Quarterly Journal of Economics, Oxford University Press
6. Review of Economics and Statistics, MIT Press Journals
7. Journal of Accounting and Economics, Elsevier

4. Websites

d. Theory and Applications of Economics, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

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Course Specifications: Financial Accounting

Course Title	Managerial Accounts
Course Code	BAC504A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of accounting for managers. The students are taught the concepts and principles of accounting and analysis of financial statements. Students are also trained to calculate depreciation using different methods and prepare the final accounts of sole proprietary business and company

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Discuss the concepts and principles of accounting
CO-2. Evaluate the financial statements of the company for decision making
CO-3. Analyse the cash flow and fund flow statements for decision-making
CO-4. Develop the final accounts of the company and generate reports in Tally

5. Course Contents

Unit 1 (Introduction): Types of Accounting, Users of Accounting information, Concepts and Conventions of Accounting, Accounting Equation, Golden rules of accounting, Accounting Cycle, Accounting Standards, Indian GAAP, Introduction to IFRS
Unit 2 (Accounting Records): Accounting Process, Cash Book, Petty Cash book, Trial Balance.

Depreciation: Meaning, need & importance of depreciation and types of depreciation

Unit 3 (Final accounts): Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business, preparation of final accounts of companies, Vertical form of financial statements

Unit 4 (Ratio Analysis): Ratio analysis concepts, Uses and demerits of ratios, Calculation various Analysis of financial statements using ratios, Dupont analysis

Unit 5 (Cash flow statement): Preparation of Fund flow and Cash flow Statement. Managerial decision making using Fundamental analysis.

Unit 6 (Introduction to Accounting Software): Creation of Company, Configure and Features settings, Generating Reports, Selecting and shutting a Company

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2	1		
	CO-2	3	3		3	
	CO-3	3	2	1	3	
	CO-4	2	3	2	2	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Course/Workshop	00	
Others		05
1. Case Study Presentation	01	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

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8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Banking and Financial Services) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment ,lab
4.	Analytical Skills	Class room, Assignment , Examination
5.	Problem Solving Skills	Class room, Assignment ,Examination
6.	Practical Skills	Class room, Assignment, lab
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and Presentation
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Group discussions and Case study
15.	Leadership Skills	Presentation

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10. Course Resources

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1. **Essential Reading**
   a. Course notes
   b. Rajashekaran, Lalitha (2022), Financial Accounting, Pearson Publication. Avaialable at Pearson e-library
   c. Ramachandran N, Kakani, Ram Kumar. (2022), Financial Accounting for Management, McGraw Hill

2. **Recommended Reading**
   a. Rajesh Chheda. (2018), Learn Tally.ERP 9 with GST, 2nd Edition
   b. Guptha Ambrish.(2016) Financial Accounting for Management, Pearson Education
   c. Rajesh Agarwal & R Srinivasan. (2005) Accounting Made Easy, Tata McGraw –Hill

3. **Magazines and Journals**
   a. Chartered Secretary , published by The institute of Chartered Secretary of India
   b. Chartered Accounts Today , published Arizant
   c. Journal of Accountancy. The Journal of Accountancy is a monthly publication for accountants published by AICPA & CIMA
   d. International Journal of Managerial and Financial Accounting, Published by Inderscience
   e. The Accounting Review, Published by Willey and sons
   f. Asian Journal accounting research, Published by Emerald

4. **Websites**
   a. Accounting standards 2022. ICFAI - Accounting, standards, amendments, [online] Available at: <http://www.icai.org> [Accessed 11 July 2022].

5. **Other Electronic Resources**
   a. Software: Tally ERP(11)

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Course Specifications: Marketing Management and Marketing Research

Course Title	Marketing Management and Marketing Research
Course Code	BAC505A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with marketing management essentials required to satisfy customers' needs, wants and demand. Students are taught to integrate the elements of Consumer Behaviour, Sales and Marketing Mix. Students are also introduced to Segmentation, Targeting and Positioning, Integrated Marketing Communications. In addition, students are familiarized with concepts and process of marketing research. Emphasis will also be provided on marketing ethics and socially responsible marketing.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the Principles of Sales and Marketing to a given context.
CO-2. Analyse B2C and B2B consumer Behavior.
CO-3. Recommend Marketing Mix strategies for the targeted segments.
CO-4. Develop a Marketing Plan for a product/service

5. Course Contents

Unit 1 Fundamentals of Marketing: Concepts - Importance and Scope - Consumer Needs and

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Wants – Scanning Marketing Environment and Analyzing Marketing Mix, An Introduction To Consumer Buying Behavior in B2B and B2C contexts

Unit 2 Segmentation Targeting and Positioning and Introduction to Product: Introduction to process of Segmenting, Targeting and Positioning, Dealing With Competition, Introduction to concept of "Product" , Product Management Concepts and Product Life Cycle Management, Concepts of Brand, Branding and Brand Management

Unit 3 Pricing Concepts – Introduction to Pricing Strategies - Value Based, Cost Based, Market Based, Competitor Based and New Product Pricing - Process and Evaluation of Price - Types Of Pricing

Unit 4 Distribution Management and Design Of Marketing Channels - Role of Distribution Management and Marketing Channels, Channel Design Decisions, Channel Management Decisions, Channel Integration, Introduction to Conflict, Co-Operation and Control In Channels

Unit 5 Marketing Communications- Role of Marketing Communications, Types of Marketing Communication, Developing Effective Communications, Introduction to Digital Marketing, Social Media Marketing and Deciding on Marketing Communication Mix

Unit 6 Marketing Research and Marketing Plan: Introduction to concept of Marketing Research, Importance of Marketing Research and process of marketing Research, Typical Components of Marketing Plan and Its Relevance To Marketing Research.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			1	
	CO-2		3		2	
	CO-3	3				
	CO-4			3	1	2

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		10
1. Demonstration using Videos	5	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Model Studio	00	
Others		20
1. Case Study Presentation	05	
2. Guest Lecture	05	

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3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures,
3.	Critical Skills	Assignment
4.	Analytical Skills	Classroom discussion, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study

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8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Case study Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	Assignment
15.	Leadership Skills	Group discussions and case study

12. Course Resources

1. Essential Reading

1. Course notes
2. G.Shainesh Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth (2022), Marketing Management, Pearson (16th Edition)
3. Ramaswamy V. S. (2017), Marketing Management: A Strategic Decision Making Approach, Tata McGraw Hill Education Private Limited, 5th Edition
4. Nargundkar Rajendra (2019), Marketing Research – Text and Cases, 4th edition, McGraw Hill

2. Recommended Reading

a. Armstrong Gary, Kotler Philip, Cunningham, Margaret H. and Cunningham Peggy H. (2008) Principles of Marketing, 7th edition, Pearson Education
b. Naresh Malhotra. (2016), Essentials of Marketing Research, Pearson Education

3. Magazines and Journals

a. Harvard Business Review
b. Business India
c. Business Today
d. Outlook Business
e. Entrepreneur
f. Journal of Marketing
g. Journal of Consumer behavior
h. Journal of Interactive Marketing
i. Indian Journal of Marketing

4. Websites

a. https://harvardmagazine.com/
b. https://sloanreview.mit.edu/
c. www.indianjournalofmarketing.com
d. www.ama.org/

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Course Specifications: Operations Management

Course Title	Operations Management
Course Code	BAC506A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with introduction of operations management and project management. The students are introduced to the importance of operations management and the various tools and techniques that aid in efficient management of manufacturing and service organisations. The underlying concepts and frameworks for managing resources in projects and operations, decision making under certain and uncertain environments, demand forecasting, inventory management and production planning are discussed. The students are also trained on Spreadsheet Solvers and other Decision-Making Tools.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:
CO-1. Apply project management tools for business decision making
CO-2. Examine the concepts of decision making under certainty and uncertainty
CO-3. Evaluate capacity planning, facility location and production planning strategies
CO-4. Formulate forecasting models for demand prediction

5. Course Contents

Unit 1 Introduction to Operations Management: Nature, Importance, Historical Development, Transformation Processes, Differences between Services and Manufacturing - Functions,

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Challenges, Current Priorities, Recent Trends, Operations Strategy, Manufacturing and Service Sector Trends, Services as a Part of Operations Management

Unit 2 Decision Making under Certainty and Uncertainty: Framework for Decision Making, Decision Methodologies, Break-Even Analysis, Decision Trees, Discrete-Event Simulation, Sequencing under Multi-Criteria Decision-Making Framework

Unit 3 Problem Specific Mathematical Models for Effective Decision Making: Game Theory Models for Negotiation, Project Management Methods – Work Breakdown Structure (WBS), Schedule Planning - CPM/PERT.

Unit 4 (Capacity and location planning): Capacity Planning – Definition, Types and Importance; Location planning – Need, Influencing Factors, Location Models

Unit 5 (Demand forecasting): Objectives and Use, Forecasting Methods, Measures of Forecast Error, Applications and Controls

Unit 6 (Materials and Inventory Management): Functions of Materials Management, Material Planning and Control, Need, Objectives and Techniques of Inventory Management – EOQ model, Aggregate Planning and Master Schedule, Mathematical Planning Models, Development of Master Production Schedule (MPS)

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	3			1
	CO-2	2	3			
	CO-3	2	3			1
	CO-4	2	3		1	

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		20
1. Solving Numerical Problems	20	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Engineering Workshop / Course/Workshop /	00	
Others		10
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brainstorming Sessions	00	

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5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination

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10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Assignment

10. Course Resources

1. Essential Reading

a. Course notes
b. Stevenson, William J. (2015) *Operations Management*, 11th Edition, Mc Graw Hill Education
c. Mahadevan, B. (2015) *Operations Management: Theory and Practice*, 3rd edition, Pearson

2. Recommended Reading

a. Kumar, S. A., & Suresh, N. (2008) *Operations Management*, 2nd edition. New Age International Publishers
b. Krajewski, L.J., Malhotra, M.K., Ritzman, L.P. and Srivastava S.K., *Operations Management*, 11th edition, Pearson

3. Magazines and Journals

a. HBR Magazine
b. Management Science, INFORMS
c. Journal of Operations Management, John Wiley & Sons
d. International Journal of Operational Research, Inderscience Publishers

4. Websites

a. Introduction to Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf
b. Production and Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

5. Other Electronic Resources

a. MS Excel solver
b. LINDO
c. GAMS
d. QM for Windows

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Course Specifications: Strategic Management, CSR and Sustainability

Course Title	Strategic Management, CSR and Sustainability
Course Code	BAC507A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of Strategic Management, CSR and Sustainability. Students are taught concepts of strategy, importance of strategy, formal planning in strategic management. Students are also introduced to Environmental Analysis, Strategic Formulation, Strategic Implementation, Evaluation, Control, CSR and Sustainability for making business decisions.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Analyze various fundamental strategic management concepts, theories, practices and business environments considering global, economic, legal, and ethical aspects.

CO-2. Evaluate strategic plans and their formulation utilising data from diverse sources, assess the implications of strategic choices, and foster critical thinking for sustainable and competitive strategic planning of organizational goals aligned with industry

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opportunities and challenges

CO-3. Apply value-based implementation strategies that align with an organization's mission, vision, and objectives, and demonstrate the ability to lead oneself and others in achieving organizational goals within a collaborative team environment

Design and propose innovative and sustainable strategic initiatives that also incorporate Corporate Social Responsibility (CSR) principles, for effective adoption of chosen strategic direction and strategic control

5. Course Contents

Unit 1 Introduction to Strategic Management: Concept of Strategy, Nature, Scope, Process and importance of Strategic Management. Formal Planning and Strategic Intent, Strategic Planning Process, Strategic Management Vs. Operational Management.

Unit 2 Corporate Mission, Objectives, Environment Analysis and Strategic Formulation: Concept of Mission and Vision, Constituents of Corporate Mission, Goals, Objectives, Concepts, Factors influencing External and Internal Environment, Competitive Analysis, SWOT Analysis, PEST Analysis, Porter's Five forces model, Boston Consulting Group (BCG) Matrix, GE matrix, Blue Ocean strategies, resource, core competence & competitive advantage, Grand Strategies, Strategic Formulation, Approaches to Strategic Formulation, Grand Strategies

Unit 3 Strategic Implementation: important aspects of Strategic Implementation

Unit 4 Corporate Social Responsibility (CSR) and strategy for sustainability: Introduction to CSR, social responsibility assessment, Sustainability, guiding principles for sustainability.

Unit 5 . Strategic Evaluation and Control: Concept and Purpose of Strategic Evaluation and analysis, Gap Analysis, Strategic Control and Feed Back.

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

6. CO-PO mapping table

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			3	
	CO-2		3		1	
	CO-3			3		3
	CO-4	3				2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	10	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		00

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1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
Others		30
1. Case Study Discussion / Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

Course Leaders

Prof V. Nagendra, Associate Professor FMC, RUAS

Dr. G Devakumar, Professor, FMC, RUAS

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Program Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Case discussions, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case discussions
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10. Course Resources

1. **Essential Reading**
   a. Course notes
   b. Pearce J.A. and Robinson. R.B. (2015), *Strategic Management*, 19th edition, Vol.5, Tata Mc Grew Hill company.

2. **Recommended Reading**
   a. David R. Fred (2010), Strategic Management: Concepts and Cases, 13th edition, Vol 5, Prentice Hall.
   b. Anthony E. Henry, (2021), Strategic Management, 5th edition, Vol.2, Oxford University press.
   c. Michael Blowfield, Alan Murray (2019), Corporate social Responsibility, 4th edition, Oxford University Press.
   d. Michael Blowfield (2012), Business Sustainability, 4th edition, Oxford University Pess.

3. **Magazines and Journals**
   a. Business World
   b. Business Today
   c. Busiiness India
   d. Journal of Strategic Management, Publisher, John Wiley and Sons Ltd
   e. Journal of Technology Analysis and Strategic Management, Publisher Routledge, UK.
   f. Cross Culture and Strategic Management, Emerald Group of publishing, UK.
   g. Sustainability and Society, Springer Publishing

4. Websites
   a. https://www.coursera.org/learn/strategic-management
   b. https://archive.nptel.ac.in/resources.html
   c. https://swayam.gov.in/explorer?searchText=strategic+management

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Course Specifications: Business Mathematics, Statistics and Analytics

Course Title	Business Mathematics, Statistics and Analytics
Course Code	BAC508A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course introduces the basic concepts of Business Mathematics including Algebra and Matrices. The course also deals with statistical analyses of management problems for effective decision making. The students are taught statistical techniques and data analysis under non-deterministic conditions to solve business problems. Various types of probability distributions are explored and discussed in the context of decision making under uncertainty. Students are taught to formulate and test hypotheses for various business situations. Further, students are trained on Descriptive, Predictive and Prescriptive Analytics for improved Managerial Decision Making.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Develop linear algebraic models for solution of business problems
CO-2. Examine data to summarize the descriptive statistics and underlying probability distributions
CO-3. Interpret hypothesis for effective decision making
CO-4. Formulate and apply appropriate analytical models to business problems

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5. **Course Contents**

Unit 1 Introductory Algebra: Variables, Functions of One and More Than One Variable, Linear Equations: One Variable, The Cartesian Plane, Straight Lines, Evaluating Solutions: Two Equations, Linear Inequalities: One Variable, Linear Inequalities: Two Variables, Polynomials and Quadratic Functions, Evaluating Solutions for set of Equations using Matrix functions

Unit 2 Matrices: Introduction, Matrix, Order of a Matrix, Types of Matrices, Equality of Matrices, Operations on Matrices, Addition of Matrices, Multiplication of a Matrix by a Scalar, Properties of Matrix Addition, Properties of Scalar Multiplication of a Matrix, Multiplication of Matrices, Properties of Multiplication of Matrices, Transpose of a Matrix, Properties of Transpose of Matrices, Symmetric and Skew Symmetric Matrices, Elementary Operation (Transformation) of a Matrix, Invertible Matrices, Adjoint and Inverse of a Matrix

Unit 3 Introduction to Descriptive Statistics and Analytics: Portraying Different methods of Data Display - Bar Graphs, Histograms, and Pie Charts. Measures of Central Tendencies (Mean, Median and Mode) and Dispersions (Range, Interquartile range, Interquartile range, Variance and standard Deviation), An Introduction to Measures of Shape (Skewness, Kurtosis and Symmetric), Introduction to Probability Distributions, Binomial, Poisson and Normal Distributions, Application to Business Problems, Visual Representation of Descriptive Statistics with Statistical Software

Unit 4 Tests of Association: Correlation and Regression, Tests of Inference and Hypothesis Testing - Chi Square, t-Test, ANOVA and Z–Test, Sampling, Probability Distribution and Decision Theory: Understanding the Relevance of Sampling in Statistical Analysis and select appropriate Sampling Technique, Calculating Sample Size based on the Expected Confidence Interval, Performing Statistical Calculations with Statistical Software

Unit 5 Regression: Introduction to the Concept of Regression, Linear and Non-Linear Regression, Single and Multiple Regression, Meaning/interpretation of Regression Coefficients, Interpretation of R-squared, Logistic Regression, Regression as a Predictor for future, Run Various developed models with Statistical Software

6. **Course Map (CO-PO Map)**

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2				3	1
CO-3	2			3	
CO-4	1			3	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. **Course Teaching and Learning Methods**

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	

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3. Demonstration on a Computer	10	
Numeracy		30
1. Solving Numerical Problems	30	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
Subcomponent ▶	Component 1: CE (50% Weightage		Component 2: SEE (50% Weightage)
Subcomponent Type ▶	SC1: Mid Term	SC -2: Assignment, Presentation and Class Participation	100 Marks
Maximum Marks ▶	25	25	
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4		X	X
The details of SC1, SC are presented in the Programme Specifications Document.			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

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9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10.Course Resources

a. Essential Reading

1. Course notes
2. Ernest F. Haeussler; Richard S. Paul; Richard J. Wood (2021), *Introductory Mathematical Analysis*, 14th Edition, Pearson Education
3. Amir, D. Aczel and Jayavel Sounderpandian (2018) *Complete Business Statistics*, 7th Edition, Tata McGraw-Hill

b. Recommended Reading

1. Camm, Jeffrey D, Cochran, James J, Anderson David R and Williams, Thomas A (2017), *Essentials of Business Analytics,* 2nd Edition, Cengage publications, ISBN-10: 1305627733, ISBN-13: 9781305627734.

c. Magazines and Journals

1. Harvard Magazine – Trends in Business decision making, 6 times per year
2. Sloan Management Review – MIT, Quarterly
3. Analytics India Magazine
4. Journal of Computational and Applied Mathematics, Elsevier
5. Sankhya: The Indian Journal of Statistics, Indian Statistical Institute
6. International Journal of Data Science and Analytics, Springer

d. Websites

1. Harvard Magazine (2022) N.A, *Harvard Magazine*, Retrieved on 3rd July 2022 from https://harvardmagazine.com/tags/quantitative-methods
2. Sloan Management Review (2022) N.A , *MIT Sloan Magazine*, Retrieved on 3rd July 2022 from https://sloanreview.mit.edu/
3. Analytics India Magazine (2022) N.A, *Analytics Magazine,* Retrieved on 3rd July

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2022 from https://analyticsindiamag.com/

e. Other Electronic Resources

- Statistical software by SAS (JMP) and IBM (SPSS)

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Course Specifications: Management Information Systems

Course Title	Management Information Systems
Course Code	BAC509A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This aim of this course is to equip the students with the skills required to conceptualize and design Management Information Systems (MIS). Students are taught to analyse and design MIS in a business environment. In addition, students are taught information search and retrieval skills, essentials of data management, data privacy, data protection and Enterprise Resource Planning (ERP) software for effective decision making. They are also introduced to applications of MIS in all functional areas in an organisation. Emphasis is given to identify, evaluate and apply solutions to critical business issues along with associated techniques for designing information systems. In addition, students are trained to create tables, forms, reports and execute queries using Structured Query Language (SQL) in database application.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Illustrate the features and benefits of Information Technology and ERP to improve managerial decision-making

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CO-2. Assess data governance, data privacy and data protection in compliance with corporate policies and regulatory bodies
CO-3. Analyse and design Information Systems for an organisation using appropriate tools and techniques
CO-4. Create tables, forms and reports and maintain a database in the database application

5. Course Contents

Unit 1 Organisations, Management and the Networked Enterprise: Managing the Digital Firm, Information Systems in the Enterprise, Data vs. Information, Strategic Role of Information in Management, Business Systems, Information Architecture and Information Technology Infrastructure, Essentials and Types of Business Information Systems, Electronic Business, Electronic Commerce and E-Governance.

Unit 2 Information Technology Infrastructure: IT Infrastructure and Platforms, Managing Data Resources, Networking Concepts, Telecommunications Networks and the Internet.

Unit 3 Organisation and Management Support Systems for the Digital Firm: Enterprise Applications and Business Process Integration, Enterprise Applications, ERP Concepts, ERP Packages, ERP Implementation, Managing Knowledge in the Digital Firm, Decision Making for the Digital Firm.

Unit 4 Data Governance, Data Privacy and Data Protection: Ethical and Social issues in the Digital Firm, Goals of Information Security, Risks to Information Systems, Security Measures, Authentication and Encryption, Digital Signatures and Digital Certificates, Ethical, Social, and Political Issues in Data Management, Privacy & Personal Data Protection Policy, Security and Control.

Unit 5 Building and Managing Information Systems: Redesigning the Organisation with Information Systems, System Development Life Cycle, Stages of the SDLC, Types of SDLC, Methodology for the Design and Analysis of Information Systems, Information systems Development, Tools and Techniques for Analysis and Design of Information System, Role of Systems and Business Analysts, Business Intelligence, Cloud Computing and Big Data, The Internet of Things (IoT), AI, Mobile Computing, Block Chain Technology, Business Value of Systems, Introduction to 5G, Introduction to Dashboards

Unit 6 Database Management System and ERP: Types of Data, Data Collecting Methods, Concept and Characteristics of Database and Database Management System, Database Lifecycle (DBLC), Data Warehouse and Data Mining, Data and Relational Models, Role of Database Administrators, Role of Database Designers, DBMS Architecture, Data Models, Categories of Data Models, Schemas, Instance, DBMS Language and Interface, Classifications of Database Management Systems, Introduction to Relational Model, Data Normalization Concepts, Structure of Relational Databases, Microsoft Access Database System, Understanding Access Objects: Objects, Tables, Queries, Forms, Reports, Modules, Creation of Tables, Designing Tables, Data Types and Indexes, Creation of Forms, Auto Forms, Main Form and Sub Form, Reports, Creation of Queries and Sorting the Records in a Database, Introduction to SQL, SQL Data Definition and Data Types, Specifying Constraints in SQL, Schema Change Statements, Basic Queries, INSERT, DELETE and UPDATE statements in SQL, Functional and Business Modules in an ERP Package.

Course Map (CO-PO Map)

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	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2		2	2		
CO-3			2	3	1
CO-4			3	1	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		10
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		30
1. Course Laboratory	00	
2. Computer Laboratory	30	
Others		05
1. Case Study Presentation	02	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	01	
6. Discussing Possible Innovations	01	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			

CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Laboratory, Examination and Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment, Laboratory Exercises
7.	Group Work	Classroom Lectures, Case study Discussion
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination, Laboratory Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment, Laboratory Report
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

1. Class Notes
2. Laudon, Kenneth C. and Laudon, Jane P. (2018) *Management Information Systems – Managing the Digital Firm*, 15th edition, Prentice-Hall: India
3. Magal Simha R. (2011) *Integrated Business Processes with ERP Systems*, 1st edition, Wiley: US
4. Avi Silberschatz, Henry F. Korth and S. Sudarshan (2019) *Database System Concepts*, 7th edition, McGraw-Hill: India

2. Recommended Reading

a. O'Brien, James, A., Marakas, George M. and Ramesh Behl (2019) *Management Information Systems,* 11th edition, McGraw Hill: India

b. Jawadekar, Waman S. (2020) *Management Information Systems*, India, 6th

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edition, Tata McGraw-Hill: India

3. **Magazines and Journals**
    a. Information Technology Management, Maximilian Press
    b. Silicon India, siliconindia Inc., Monthly
    c. Data Quest, Cyber Media India Ltd, Fortnightly
    d. Journal of Database Management, IGI Publishing
    e. MIS Quarterly, Management Information Systems Research Center (United States)
    f. International Journal of Information Management, Elsevier

4. **Websites**
    a. Practical Web-Based ERP Software (2019) *webERP*, Retrieved on 07 July 2022 from http://www.weberp.org/
    b. Write better code (2022) *Start with a pull request*, Retrieved on 07 July 2022 from https://github.com/features/code-review
    c. TC Sessions(2022): Robotics 2022 Retrieved on 07 July 2022 from https://techcrunch.com/events/tc-sessions-robotics-2022/

5. **Other Electronic Resources**
    a. Software: Database, MS Excel

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Course Specifications: Business Law and Corporate Governance

Course Title	Business Law and Corporate Governance
Course Code	BAC510A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Business Laws in India. Students are introduced to the rights and obligations of persons arising out of commercial transactions. The students are taught provisions of key business legislations governing business activities that facilitate them to take decisions conforming to the law of the land. Also this course emphasizes on protection of Consumers' rights. Students are familiarized with basics of corporate governance.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify fundamental legal principles in contractual agreements of business and its role in an economic, political and social context.

CO-2. Examine legal concepts and principles of the law relating to the obligations that can arise between parties in a business relationship

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CO-3. Recommend legal and fiscal structure governing the different forms of business organizations.

CO-4. CO-4 Develop an ability to structure, formulate, communicate and defend arguments effectively and able to present coherent, concise legal argument to solve legal-related issues that arise in the course of carrying out business.

5. Course Contents

Unit 1 Introduction, nature, scope, objectives, Justice delivery system in India

Indian Contract Act, 1872- Essentials of Valid Contract types of Contracts, breach of contract and remedies for breach of contract, Performance of Contract, termination and discharge of contract, Special Contracts

The Sale of Goods Act, 1930- Contract Of Sale, Difference Between Sale And Agreement To Sell - Conditions And Warranties - Transfer Of Ownership In Goods Including Sale By Non-Owners - Performance Of Contract Of Sale - Unpaid Seller - Meaning And Rights Of An Unpaid Seller Against The Goods And The Buyer, Auction Sale.

Unit 2 Business Acts: Competition Act, 2002- Definitions, Competition Commission of India – its establishment and composition, Duties, Powers and functions of Commission, Penalties, Competition Advocacy, Prohibition of certain agreements, Abuse of Dominant position, and regulation of combinations

Consumer Protection Act, 1986: definition of consumer, goods and defect, consumer rights, services and deficiency, consumer forums, procedure to approach consumer forums,

Information Technology Act, 2000- Objectives, Scope, Major concepts, Role of government, Electronic records, Digital signature, Certifying authorities, Offences and penalties.

Unit 3 The Limited Liability Partnership Act, 2008 - Salient Features of LLP - Difference between LLP and Partnership, LLP and Company - LLP Agreement - Nature of LLP - Partners and Designated Partners - Incorporation Document - Incorporation by registration

Incorporation of Companies –Meaning – Promoters – their functions – Duties of Promoters – Key provisions of Companies act 1956 and 2013, Incorporation – Meaning – certification of Incorporation – Memorandum of Association – Meaning – Purpose – Alteration of Memorandum – Doctrine of Ultravires – Articles of Association - Meaning – Contents – Alteration of Article – Relationship between Articles and Memorandum, Directors, types of companies, management of companies: directors and meetings; winding up of companies

Unit 4 The Negotiable Instruments Act, 1881 - Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder-in-due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument, Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonor and discharge of negotiable instruments.

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Unit 5 Corporate Governance – Corporate Governance – Evolution, practices and regulations, Triple Bottom Line , Models of Corporate Governance

Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2	2				3
CO-3	3		3	2	
CO-4		3			2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop	00	
Others		25
1. Case Study Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

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Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1		X	
CO-2		X	
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.
Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

1. Class Notes
2. Kuchhal M.C. and Kuchhal V., (2018), Business Law, New Delhi, Vikas Publishing
3. Kevin Keasey, Steve Thompson and Mike Wright, (2005) Corporate Governance Accountability, Enterprise and International Comparisons, John Wiley and Sons Ltd.
4. N.D.Kapoor, (2014) "Company Law" Sultan Chand & Sons, New Delhi

2. Recommended Reading

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a. Aggarwal S K, (2017), Business Laws, New Delhi, Galgotia Publishers Company

b. Maheshwari S N and Maheshwari S K, (2014), Principles of Business Law, New Delhi, Himalaya Publishing House

c. Ravinder Kumar, (2016), Legal Aspects of Business, New Delhi, Cengage Learning

3. Magazines and Journals

a. Business India
b. Business Today
c. Business World: ABP Group, Fortnightly business magazine
d. Prabandhan: Indian Journal of Management: Informatics Publishing Limited, Monthly issue
e. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited, Quarterly issue
f. Business Strategy: PwC Strategy& Inc., Quarterly issue

4. Websites

a. http://doj.gov.in/
b. www.LiveLaw.in

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Course Specifications: Corporate Finance

Course Title	Corporate Finance
Course Code	BAC511A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with formulation and implementation of financial decisions in a company. Analytical ability of students is honed through concepts to increase firm shareholder value. Students are taught concepts of cash management, inventory management, capital budgeting and cost of capital. In addition, value-based management and dividend decision will be discussed. Students are taught to evaluate tradeoff between risk and return. Further, students are taught tools and techniques to measure asset volatility and performance in the context of a corporation.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the essential principles of Financial Management
CO-2. Analyze and solve problems on cost of capital, capital budgeting, working capital
CO-3. Evaluate financial decisions with the objective of value maximization
CO-4. Develop financial techniques for solving problems related to Capital Structure

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5. Course Contents

Unit 1 Indian Financial system and Financial Markets: Salient features of Indian Financial System, Resource Mobilization, Channelization of Funds, Equity, Debt and Currency Markets, Markets for Short Term Financing requirements, Financial Sector Reforms and Financial Markets, Contemporary Issues

Unit 2 Introduction to Financial management: The role of Financial Management, Introduction, The goal of a firm, Corporate Governance, Organisation of Financial Management Function, The Business Environment, The Tax Environment, The Financial Environment.

Unit 3 Valuation: The Time Value of Money, The Valuation of Long-term securities; Bond Valuation, Preferred Stock Valuation, Common Stock Valuation, Risk and Return; Defining Risk and Return, Risk and Return in Portfolio Context, The Capital –Asset Pricing Model (CAPM), Efficient Financial Market. Flow of Funds Statements, Cash Flow forecasting, Cash flow estimates.

Unit 4 Working capital Management: Overview of Working Capital Management, Cash and Marketable, Securities Management, Accounting Receivables, and Inventory Management, Short – Term Financing.

Unit 5 Investment in Capital Assets: Capital Budgeting and Estimating Cash flows, Capital BudgetingTechniques

Unit 6 The Cost of Capital, Capital Structure, and Dividend Policy: Required Returns and the Cost of Capital,Operating and Financial Leverage, Capital Structure Determination, Dividend Policy

Unit 7 Intermediate and Long-Term Financing: The Capital Market, Long-Term Debt, Preferred Stock, andCommon Stock, Term Loans and Leases

Course Map (CO-PO Map)

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2		2	2
	CO-2	1	3		3	
	CO-3	2	3	1		2
	CO-4				3	1

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	05	

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2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		05
1. Course Laboratory	05	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		25
1. Case Study Presentation	05	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Financial Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent u	SC1	SC2	
Subcomponent Type u	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks u	25	25	
CO-1	Ð	Ð	Ð
CO-2	Ð	Ð	Ð
CO-3	Ð	Ð	Ð
CO-4	Ð	Ð	Ð
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

a. Class Notes

b. Van Horne, James C and Wachowicz, John M (2015) Fundamentals of Financial Management, 13th edition, Pearson Education India

2. Recommended Reading

a. Brealey, R. and Myers, S. (2014) Principles of corporate Finance. 7th edition, McGraw Hill.

b. Gitman, L. and Zutter, C. (2012) Principles of Managerial Finance. 13th Edition, Prentice Hall.

c. Keown, A., Martin, J. and Petty, W. (2017) Foundations of Finance. 9th Edition, PearsonEducation Limited.

3. Magazines and Journals

a. The Economist

b. CFO magazine

c. E-Journal of Management Accounting Research, American Accounting Association

d. Chartered Secretary, CSA publications

e. Finance India, Review Publishing Company Ltd

f. Forbes India – Reliance Industries, Monthly

g. Business India - Fortnightly

h. Business Today – Bi-weekly

4. Websites

a. https://exinfm.com/training/video_finance_lessons.htm, Retrieved on 8th July 2022 from https://exinfm.com
b. http://www.quickmba.com/finance/, Retrieved on 8th July 2022 from www.quickmba.com
c. https://www.economist.com/the-world-this-week, Retrieved on 8th July 2022 from www. economist.com
d. https://www.ft.com/markets, Retrieved on 8th July 2022 from www. ft.com

5. **Other Electronic Resources**
   a. Software: MS Excel

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Course Specifications: Innovation and Entrepreneurship

Course Title	Innovation and Entrepreneurship
Course Code	BAC512A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. **Course Summary**

The aim of course is to impart comprehensive knowledge of an innovative and entrepreneurial ecosystem. The students are encouraged to develop entrepreneurial spirit by imparting skills to start-up, grow and sustain an enterprise. This course emphasizes on igniting the innovation thought process, thereby leading to new business ventures. Students will be trained to prepare and pitch a business plan to investors using lean canvas model.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programmee Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify the concepts and process of entrepreneurship
CO-2. Analyse laws and regulations pertaining to innovative ideas for the creation and management of Business venture
CO-3. Evaluate the financial ecosystem for start-ups
CO-4. Develop a viable business plan for the investors' appraisal

5. Course Contents

Unit 1 (Entrepreneur & Entrepreneurship): Meaning of Entrepreneur, Evolution of the concept, Functions of an Entrepreneur, Entrepreneurial process, Types of Entrepreneurships - Social entrepreneurship, Rural entrepreneurship, Key Elements in an Entrepreneur's Background, Key Entrepreneurial Feelings and Motivations - Role Models and Support Systems - MSME Policies. Make-In India, Start-Up India, Stand-Up India,

Unit 2 Laws and Regulations: Intellectual Property Rights of a New Venture, Process for Filing Patent, Trademark, Copyrights, Protection of Venture's Trade Secrets Through Licensing, Geographical Indicators, Design Act, internal Auditing Processes - Contracts, Insurance, and Product Safety and Liability

Unit 3 Innovation and Creativity: Types of Innovations. Identify Various Sources of Ideas for New Ventures - Methods Available for Generating New Venture Ideas - Creativity, Design Thinking and the Techniques for Creative Problem Solving. Aspects of the Product Planning and Development Process.

Unit 4 Creating and Managing New Venture: Creating Opportunities, Resources, Role of New Ventures and Small Businesses in the Economy, Types of Entry Strategies, Feasibility Analysis and Launching a New Venture. Generic Strategies, Strategies for Expansion, Joint Ventures, Acquisitions, Mergers, Franchising,

Unit 5 Raising Capital and financial ecosystem for the Start-up Ventures: Financial Need, New Venture Financials and Business Valuation, Sources of Funds for Enterprises, Financial Aspect of Business Plan - Preparation for Generating Funds. Bootstrapping, Banks, Angel finance, Venture Capitalist, Private Equity, Crowd Funding, Online platforms and Informal Risk Capital.

Unit 6 The Business plan: Business Plan, Scope and Value of the Business Plan to Investors, Lenders, Employees, Suppliers, and Customers, Critical Section of the Business Plan, Step-By-Step Explanation of the Business Plan, Monitor the Business Plan, Monitor the Business Plan, Marketing Plan, Organizational Plan, Financial Plan. Preparation of lean canvas Model, Project Report Preparation, Preparation and Pitching Business plan to investors.

Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	2	2	2	2	2
CO-2	2	2	2	2	3
CO-3	3	3	2	2	3
CO-4	3	3	3	3	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	

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3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		05
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Entrepreneurial Workshops	05	
Others		20
1. Case Study Presentation	04	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	04	
6. Discussing Possible Innovations	04	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Class room lectures, Brainstorming Sessions
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment, Brainstorming Sessions
4.	Analytical Skills	Class room, assignment, examination
5.	Problem Solving Skills	Assignment, examination
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Case study and group discussions
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Assignment and Group Discussion
15.	Leadership Skills	Group discussions and Case study

9. Course Resources

1. Essential Reading

1. Course Notes
2. Hisrich, R., Peters, M. and Shepherd, D., 2020. *Entrepreneurship*. 11th ed. McGraw Hill.
3. Innovation textbooks and Venture Capital reference material

2. Recommended Reading

a. Charantimath, P., 2018. *Entrepreneurship development and small business enterprises*. 3rd ed. Belgaum, India: Pearson Education.
b. Roy, R., 2020. *Entrepreneurship*. 3rd ed. Noida: Oxford University Press.
c. Innovation textbooks and venture capital

3. Magazines and Journals

a. Business World: ABP Group - Fortnightly business magazine
b. Business Today
c. Business World
d. Journal of Small Business Management , Blackwell publishing- yearly
e. Business Strategy: PwC Strategy & Inc. - Quarterly issue
f. International Journal of Entrepreneurship – Sage Publications
g. The International Journal of Entrepreneurship and Innovation - Sage Publications
h. International Journal of Entrepreneurship and Small Business - Inderscience Enterprises Ltd.

4. Websites

a. India, S., 2022. *Homepage*. [online] Start-up India. Available at: <https://www.startupindia.gov.in/> [Accessed 10 July 2022].
b. Allsharktank, Products., 2022. *Homepage*. [online] All Shark Tank Products. Available at: <https://www.allsharktankproducts.com/> [Accessed 10 July 2022].
c. India, M., 2022. *Make In India*. [online] Makeinindia.com. Available at:

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<https://www.makeinindia.com/> [Accessed 10 July 2022].

d. Funds seeking and crowd sourcing websites

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Course Specifications: Industry Internship

Course Title	Industry Internship
Course Code	BAI513A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of the course is to make a student experience an industry or business environment. The students are provided opportunity to explore career interests, acquire and apply knowledge and skills learned in the classrooms at work place setting. Students are provided opportunities for building competencies for a specific profession or occupation. Students are given opportunity to work as interns and complete assigned company work. In addition, the student should develop a report and make a presentation on his/her experience at the industry/business.

2. Course Size and Credits:

Number of Credits	08
Credit Structure (Lecture: Tutorial: Practical)	0:0:16
Total Hours of Interaction	250
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

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4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply organization structure theory to the company or organisation
CO-2. Analyse and evaluate classroom concepts in a work environment.
CO-3. Develop professional working knowledge for a specific profession or occupation
CO-4. Develop relevant skills for Leadership Impact

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Industry Internship in the relevant organization

Internships are educational and career development opportunities, providing practical experience in a field or discipline. They are structured, short-term, supervised placements often focused around particular tasks or projects with defined timescales. An internship may be compensated, non-compensated or some time may be paid. The internship has to be meaningful and mutually beneficial to the intern and the organization. It is important that the objectives and the activities of the internship program are clearly defined and understood.

In general, following are the intended objectives of internship training:
• Will expose technical students to the industrial environment, which cannot be simulated in the classroom and hence creating competent professionals for the industry.
• Provide possible opportunities to learn, understand and sharpen the real time technical / managerial skills required at the job.
• Exposure to the current technological developments relevant to the subject area of training.
• Experience gained from the 'Industrial Internship' in classroom will be used in classroom discussions.
• Create conditions conducive to the quest for knowledge and its applicability on the job.

A student is advised to select an organization for internship pertaining to the field of chosen specialization. A student can focus his/her study in the field on specialization such as finance, marketing, etc. The internee is advised to select a section or unit of a large / reputed organization for work. An internee should do extensive work on work allotted by the industry supervisor and prepare recommendations for areas of improvement. The internship report at the end of the internship period must give all information with regard to the learning, observations and results accomplished during the internship period.

5. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcome	CO-1	3	2			2
	CO-2	2	3			3
	CO-3	2		2	3	
	CO-4		2	3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

6. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Industry Internship	Field Work	160
	Report Writing	40
	Presentation Preparations	40
	Evaluation of Report and Presentations	10
	Total	**250**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the

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Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: CE (50% Weightage)	Component 2: SEE (50% Weightage)
Subcomponent ▶	SC1	SEE
Subcomponent Type ▶	Presentation	Internship Report
Maximum Marks ▶	50	50
CO-1	×	×
CO-2	×	×
CO-3	×	×
CO-4	×	×

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Internship
2.	Understanding	Internship
3.	Critical Skills	Internship
4.	Analytical Skills	Internship
5.	Problem Solving Skills	Internship
6.	Practical Skills	Internship
7.	Group Work	Internship
8.	Self-Learning	Internship
9.	Written Communication Skills	Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Interaction with staff of the organization
13.	Information Management	Report
14.	Leadership Skills	Effective management of learning, time management, achieving the learning outcomes

9. Course Resources

1. **Essential Reading**
   a. Organization website and Literature provided by the organisation
   b. Discussions with stakeholders e.g. Faculty Supervisor, Company representatives

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Course Specifications: Valuation, Mergers and Acquisitions

Course Title	Valuation, Mergers and Acquisitions
Course Code	BAE521A
Course Type	Specialisation – Elective
Department	Management Studies
Faculty	Management and Commerce

Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

1. Course Summary

This course deals with the essentials of corporate valuation and the importance of Mergers and Acquisitions in the corporate world. Students are taught the concepts of corporate valuation, corporate restructuring and shareholder value creation. Students are taught to analyze cases based on leveraged buyouts and recapitalizations, mergers and acquisitions, divestitures, joint ventures and alliances.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Discuss the essential principles of corporate valuation ,concept of corporate merger, acquisition activity and restructuring
CO-2. Analyze concept of intrinsic value and various approaches to compute intrinsic value
CO-3. Apply valuation techniques to measure value of the firm
CO-4. Evaluate the various forms of corporate restructuring and synergies of mergers & acquisition deals

4. Course Contents

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Unit 1 Essential Principles of Corporate Valuation: Introduction to Valuation, Project Valuation, Discounted Cash Flow method, Investment Cash Flows, Free Cash Flow, Uncertainty and Investment Analysis, Sensitivity Analysis, Decision Trees.

Unit 2 Mergers and Acquisitions: Types of Mergers, Merger Consideration, Merger Professional, Merger Arbitrage, Corporate Restructuring, Laws Regulating Mergers and Acquisitions in India, Statutory Requirement for Mergers and Acquisitions.

Unit 3 Cost of Capital: Levering and Unlevering Beta, Estimation of project WACC, Factor Models for cost of equity estimation, Single vs. Multiple WACC in firms.

Unit 4 Valuation Using Relative Multiples: Enterprise Valuation Using EBITDA, Equity Valuation Using PE Multiples, Pricing Initial Public Offerings, Two Step Approach to Estimate Enterprise Value, Terminal Value EBITDA Multiple, Use of Adjusted Present Value to Estimate Enterprise Value.

Unit 5 Corporate Structuring – Significance, Forms Of Restructuring, Joint Ventures, Sell-off and Spin-off, Divestitures, Equity Carve Out, Leveraged Buy Outs (LBO), Management Buy Outs, Master Limited Partnerships, Limited Liability Partnership (LLP) In India: Nature And Incorporation Of LLP-Merger Strategic Alliance, Buyback Of Shares.

Unit 6 Methods of Financing Mergers - Cash Offer, Share Exchange Ratio, Mergers as a Capital Budgeting Decision. Synergies from M&A: Operating and Financial Synergy.

5. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3		3	2	2
	CO-2	2		3	2	
	CO-3	3	3			3
	CO-4	2			3	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	03	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	02	
Numeracy		20
1. Solving Numerical Problems	20	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	

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Others		05
1. Case Study Presentation	03	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	01	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Financial Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination

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6.	Practical Skills	Assignment
7.	Group Work	Group Discussion
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentations
11.	Presentation Skills	Presentation
12.	Behavioral Skills	--
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

9. Course Resources

1. Essential Reading

1. Class Notes
2. Titman, S and Martin John D, Valuation *The Art and Science of Corporate Investment Decisions,* 3rd Edition, Pearson Education,
3. Fred W, Kwang S C, Susan E H(2015)- *Mergers, Restructuring And Corporate Control*, 4th Edition, Pearson Education

2. Recommended Reading

a. Vishwanath, S., R (2018), *Mergers, Acquisitions and Corporate Restructuring*: Text and Cases, 2nd edition, Sage Publications.

b. Damodaran A.,(2012), *Valuation* . 2nd edition, Wiley India.

c. Gaughan, P.,(2015) *Mergers , Acquisitions and Corporate Restructurings* , 6th edition, Wiley Education

3. Magazines and Journals

a. The Economist
b. CFO magazine
c. Finance India, Review Publishing Company Ltd
d. Forbes India – Reliance Industries, Monthly
e. Business India - Fortnightly
f. Business Today – Bi-weekly
g. Mergers and Acquisitions – The New Phase
h. M & A Critique
i. Counsel Conflict Dilemmas in Mergers and Acquisitions
j. eJournal of Management Accounting Research - American Accounting Association
k. Advances in Mergers and Acquisitions- Emerald Insight
l. Journal of Valuation – Emerald Insight

4. Websites

1. *Excellence in Financial Management*, Retrieved on 13 July 2022 https://exinfm.com
2. *The Economist*, Retrieved on 13 July 2022 https://www.economist.com/
3. *Financial Times*, Retrieved on 13 July 2022 https://www.ft.com/
4. *Domain Market*, Retrieved on 13 July 2022 https://www.domainmarket.com/buynow/middlemarket.com
5. *Mergers India Info*, Retrieved on 13 July 2022 http://www.mergersindiainfo.com/

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6. *Quick MBA* – Knowledge to Power Your Business Retrieved on 13 July 2022 http://www.quickmba.com/

5. Other Electronic Resources

a. Software: MS Excel

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Course Specifications: Security and Analysis Portfolio Management

Course Title	Security Analysis and Portfolio Management
Course Code	BAE522A
Course Type	Specialisation – Elective
Department	Management Studies
Faculty	Management and Commerce

1. **Course Summary**

This course deals with preparation of students to manage practical implications of investments in share markets. Students will be taught importance of investment in share market, security analysis, portfolio management and evaluation. Students will be trained on technical and fundamental analysis of shares, risk and portfolio management using financial models. Training will be imparted on analytical models in tracking performance measurement, active and passive trading methods. Also, Students will gain an understanding of how individuals make financial decisions and explore the existence of psychological biases in financial decision-making and examine the impacts of these biases in financial markets and other financial settings.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Develop essential principles of Investment Analysis and Portfolio Management
CO-2. Discuss concepts of in securities, stock market, portfolio, and risk management
CO-3. Evaluate portfolio performance problems using various analytical measures
CO-4. Analyse the impact of behavioral biases decision-making process in asset prices models and forecast the consequences

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5. Course Contents

Unit 1 The Investment Environment: Investments and the Investment Process, Types of Investments, Making Your Investment Plan, Careers in Finance, Securities Market and Transactions The Concept of Return, Measuring Return, Risk: The Time Value of Money and Modern Portfolio Concepts: Principles of Portfolio Planning, The Capital Asset Pricing Model, Traditional Versus Modern Portfolio Management.

Unit 2 Investment in Securities: Basic Characteristics of Common Stock, Common Stock Dividends, Types and Uses of Common Stock, Analysing Common Stock: Security Analysis, Economic Analysis, Industry Analysis, Fundamental Analysis, Technical Analysis. Fixed- Income Securities: Essential Features of a Bond, The Market for Debt Securities, Convertible Securities Bond Valuation: The Behavior of Market Interest Rates, The Pricing of Bonds, Measures of Yield and Return, Duration and Immunization, Bond Investment The Mutual Fund Concept, Types of Funds and Services, Investing in Mutual Funds, ETFS, managing your own portfolio: Constructing a Portfolio Using an Asset Allocation Scheme, Evaluating the Performance of Individual Investments, Assessing Portfolio Performance, Timing Transactions

Unit 3 Derivative Securities: Options: Puts and Calls: Put and Call Options, Options Pricing and Trading, Stock-Index and Other Types of Options, Future Market and Securities: The Futures Market, Commodities, Financial Futures

Unit 4 Behavioral finance: Introduction: Psychology- market- people. Investors, portfolio managers, analysts are they rational- Bounded rationality in real market conditions. Decision-making process and behavioral biases. Simple experiments on anchoring

Unit 5 Efficient market hypothesis: Empirical tests of efficient market hypothesis. Testing quick and correct price reactions to the news. Testing no reaction of asset prices to no news. The value of stale information. Forms of EMH. Theoretical challenges to the EMH. Empirical challenges to EMH.

Unit 6 Behavioral Economics and Finance: Prospect theory and asset pricing: Prospect theory. Bounded rationality. Expected Utility theory vs. prospect theory. Risk-taking behavior. Endowment effect: experiments. Sentiment and asset pricing.

Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2			
	CO-2	2	3		3	2
	CO-3	3	2	1	3	2
	CO-4	2	1	3	2	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		40
Demonstrations		10
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		10

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1. Solving Numerical Problems	10	
Practical Work		05
1. Course Laboratory	05	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
Others		10
1. Case Study Presentation	03	
2. Guest Lecture	02	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to M.B.A (Financial Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous Evaluation or SEE – Semester End Exam) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

a. Class Notes

b. Gitman, L. J., Joehnk, M. D., Smart, S., & Juchau, R. H. (2015). Fundamentals of investing. Pearson Higher Education

c. Robert J. Shiller (2000), Irrational Exuberance 3rd edition, Princeton University press, US

2. Recommended Reading

a. Bodie, Z., Kane, A., & Marcus, A. J. (2014). Investments. Tata McGraw-Hill Education

b. Prasanna Chandra (2018), Behavioral Finance, Second edition, Mc Graw Hill

3. Magazines and Journals

a. Personal Finance Magazine
b. Money Magazine
c. Bloomberg Markets
d. Journal of Investment Management
e. The Quarterly Review of Economics and Finance, **Elsevier**
f. The Journal of Portfolio Management, **Euromoney Publications**
g. Indian Journal of Finance, Associated Management Consultants Private Limited
h. Journal of Behavioral Finance, **Taylor & Francis and Routledge imprints**

4. Websites

a. **'How to deal with despots',** Retrieved on 8th July 2022 from www. economist.com
b. **'Recession? We just don't know yet**, Retrieved on 8th July 2022 from www. ft.com
c. **'Security Analysis and portfolio Management'**, Retrieved on 8th July 2022 from NPTEL.

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Course Specifications: International Finance

Course Title	International Finance
Course Code	BAE523A
Course Type	Specialisation - Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This module deals with understanding the characteristics and organisation of the international financial markets and instruments. In addition, students will be able to identify and evaluate their potential uses in multinational business situations. Students are taught to identify the potential risks and shortcomings in foreign investments and international project appraisal. Students are also trained to assess cross-border valuation of multiple currencies, international financial regulations and risk management with the help of problem-solving approach, case studies and group discussions.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify potential uses of foreign exchange markets for firm profitability
CO-2. Analyse the international financial market in order to increase firm value
CO-3. Demonstrate use of financial techniques and tools in international finance
CO-4. Solve problems related to operations, investments and financing risks in international setting

5. Course Contents

Unit 1 Foundations of International Financial Management (IFM): Environment for International

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Financial Management, Developing Rationale for the existence IFM, IFM versus Domestic Finance Management, Analysing Challenges in IFM, Elucidating functions in a Global Context, Analysing the International Monetary System, Gold Standard and Bretton Woods, Illustrating the Balance of Payments

Unit 2 The Foreign Exchange Market: The Market for Foreign Exchange, Bid-Ask Spread, Triangular Arbitrage, Forward Agreements, Cross Rates, Analysing Structure of Foreign Exchange Market, Demonstrating Mechanics of Currency Trading, Elucidating Types of Transactions and Settlement Dates, Expounding Exchange Rate Quotations and Arbitrage, International Parity Conditions, Futures and Options, Currency Futures Transactions

Unit 3 Foreign Exchange Exposure and Management: Management of Transaction Exposure, Economic Exposure and Translation Exposure, Transfer Pricing and Netting

Unit 4 Financial Management for Multinational firms: Explicating the Basic Techniques of Managing Currency Exposure, Critically Evaluating Risk Management Process, Expounding Hedging Policy and Associated Organisational Issues, Explaining Basic Concepts in International Project Appraisal and Capital Budgeting, Critically Reviewing the NPV approach, Applying the Adjusted Present Value (APV) Framework, Evaluating Approach to Project Appraisal, Illustrating the Determination of Cost of Capital-International Capital Asset Pricing model (CAPM), Applying Theory of Investment Appraisal, Analysing International Joint Ventures

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	2	2	1	1
	CO-2	2	3	1		1
	CO-3	1	2	1	1	1
	CO-4	1	2	1	1	1

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		25
1. Solving Numerical Problems	25	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		10
1. Case Study Presentation	10	
2. Guest Lecture	00	

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3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.Tech. (Electronics and Communication Engineering) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC5), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent ▶	SC1	SC -2	
Subcomponent Type ▶	Mid-Term Test	Assignment, Presentation and Class Participation	100 Marks
Maximum Marks ▶	25	25	
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4		X	X
The details of SC1, SC2 are presented in the Programme Specifications Document.			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per above template at the beginning of the semester. Course reassessment policies are presented in the Academic Regulations document. The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	--
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	--
11.	Presentation Skills	--
12.	Behavioral Skills	--

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13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

9. Course Resources

a. Essential Reading

1. Class Notes
2. Cheol Eun and Bruce Resnick (2018) *International Financial Management*, 8th edition, McGraw Hill

b. Recommended Reading

1. Mihir Desai (2012), *International Finance, A Casebook*, 1st Edition, Wiley publications
2. Apte P.G. (2017*), International Finance Management*, 2nd Edition, Tata McGraw Hill

c. Magazines and Journals

1. The Economist
2. CFO magazine
3. eJournal of Management Accounting Research, American Accounting Association
4. Chartered Secretary, CSA publications
5. Forbes India – Reliance Industries, Monthly
6. Business India - Fortnightly
7. Business Today – Bi-weekly
8. The Journal of Finance, Wiley Online Library
9. International Finance, Wiley Online Library
10. Journal of International Money and Finance, Elsevier

d. Websites

1. Excellence in Finance (2022) N.A, *Finance Topics*, Retrieved on 3rd July 2022 from http://www.exinfm.com
2. Economist Magazine (2022) N.A, *Economist*, Retrieved on 3rd July 2022 from http://www.economist.com
3. Financial Times (2022) N.A, *Financial Times*, Retrieved on 3rd July 2022 from http://www.ft.com

e. Other Electronic Resources

1. Software: MS Excel

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Course Specifications: Taxation

Course Title	Taxation
Course Code	BAE524A
Course Type	Specialisation – Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with essentials of direct tax planning and management. Students are taught the concepts of Heads of income, Tax evasion, Tax avoidance and Tax planning. Students are trained to compute tax liability and file returns. Students are taught the concepts, principles, types and methods of computing Goods and Service Tax (GST). Students are also introduced to major Indirect Tax Reforms. Students are trained on computation of GST using software.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the Residential Status of an Assesse
CO-2. Analyze Taxable Income under various heads and Tax Liability of an Assessee
CO-3. Evaluate the Implications of Taxation on Business Strategy and Planning
CO-4. Create Goods and Services Tax invoice using appropriate Software

5. Course Contents

Unit 1 (Basic Concepts of Income Tax Act, 1961): Meaning, Basic Concepts of Taxation – Assessment Year, Previous Year, Person, Assessee, Five Heads of Income, Charges on Income, Gross Total Income,

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Capital and Revenue Receipts. Residential Status of a Person, Receipt and Accrual of Income, Deemed to Accrue or arise in India, Connotation of Income for Resident of India and Non-Resident of India. Concept of Tax Planning and Tax Management, Tax Avoidance, Tax Evasion.

Unit 2 (Income from Salary): Meaning, Definition, Advance Salary, Arrears of Salary, Perquisites, Provident Fund, Gratuity, Commutation of Pension, Encashment of Leave, Deductions from Salary U/s 16, Problems on Income from Salary ,IT forms..

Unit 3 (Income from House Property): Basics of Charges, Deemed Owners, Exempted Income from House Property, Annual Value, Determination of Annual Value, Problems on Income from House Property.

Unit 4 (Computation of Income from Business and Profession): Concepts, Objectives and basis of Charge for business and profession, Introduction to income from Capital Gain and Income from Other Sources.

Unit 5 (Setoff and Carry Forward of Losses): Concepts, Permissible Deductions –under Sec. 80C to 80U, Sec 10, Return of Income, Advance Payment of Tax, Collection at Source, Computation of Gross Total Income.

Unit 6 (Basic Concepts of Indirect Tax): Concept of Tax reforms, Advantages and Disadvantages of Indirect Tax Reforms – Custom Duty and Goods and Services Tax (GST), Concept and Meaning of GST, Types of GST – Central GST (CGST) and State GST (SGST), GST Working Model, GST-Exemption, Preparation of Purchase and Sales Invoice with GST.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2			
	CO-2	2	1		3	
	CO-3	2		2	3	3
	CO-4		3		3	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. / Course/Workshop / Kitchen	00	

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Others		25
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	10	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A (Financial Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table. The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment
4.	Analytical Skills	Class room, Assignment , Examination
5.	Problem Solving Skills	Class room, Assignment ,Examination
6.	Practical Skills	Class room, Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment

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9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and Presentation
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Group discussions and Case study
15.	Leadership Skills	Class room lectures

10. Course Resources

1. Essential Reading

a. Course notes

b. Singhania Vinod (2022) *Direct Tax Laws and Practice*, 61st edition, New Delhi, Taxman's Publications (p) Ltd.

c. Datey V.S. (2022) *GST Ready Reckoner*, 43rd edition, Taxman's Publications, New Delhi

2. Recommended Reading

1. Ravi Chhawchharia (2022*) Direct Tax Laws & International Taxation* (DT), 4th Edition, Taxmann's Publications, NewDelhi
2. Guptha S.S. (2022) *GST law and Practices*, 1st edition, Taxmann's Publications, NewDelhi

3. Magazines and Journals

a. Management Accounting, publisher The Institute of Cost Accountant of India (ICAI), monthly.
b. Chartered Accounts Today, publisher The Institute of Cost Accountant of India (ICAI), monthly.

4. Websites

a. Central Board of Indirect Tax. gov.in. 2022. [online] Available at: <http://www.cbic.gov.in> [Accessed 11 July 2022].
b. Central Board of Direct Tax. gov.in. 2022. [online] Available at: <http://www.cbdt.gov.in> [Accessed 11 July 2022].
c. Gstcouncil.gov.in. 2022. Goods and Services Tax Council | GST. [online] Available at: <http://www.gstcouncil.gov.in> [Accessed 11 July 2022].

5. Other Electronic Resources

Accounting Software

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Course Specifications: Hospitality Operations Management

Course Title	Hospitality Operations Management
Course Code	BAE571A
Course Type	Combination Course
Department	Hotel Management
Faculty	Hospitality Management and Catering Technology (FHMCT)

1. Course Summary

This course deals with principles of hospitality operations for effective problem-solving and decision-making. The students are taught to deal with issues related to resource management and effective operating procedures to achieve high levels of customer satisfaction, with an emphasis on quality management and maximization of revenue.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Hotel Management
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

After the successful completion of this course, the student will be able to:

CO-1. Apply management techniques commonly used in hospitality operations for effective resource utilization and safety of stakeholders

CO-2. Analyse security and environmental needs in an ever-changing hospitality business

CO-3. Appraise and employ the latest methods of financial management for profit maximization and control of funds in hospitality operations

CO-4. Formulate standard operating procedures for establishing high standards of

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customer satisfaction and employ control measures in terms of ethics, workforce, inventory, and equipment.

5. Course Contents

Unit 1 Hospitality Operations: Overview of Hospitality Sectors, Manpower Management, Equipment, Standard Operating Procedures, Hospitality Ethics

Unit 2 Security and Hospitality Industry: Development of Security Programs, Emergency Planning, Disaster Management

Unit 3 Safety and Quality Management in Hospitality: Safety Procedures, Hazard Identification and Control, Fire Protection, First Aid Procedures, Total Quality Management, Quality Assurance Programme, Quality Audits, Quality and Ethics

Unit 4 Financial Considerations in Hospitality Operations: Designing Budgets, Performance Evaluation, Performance Improvement

Unit 5 Logistics and Supply Chain Management (SCM) in Hospitality Sectors: Procurement, Distribution Management, Logistics Management, Inventory Management, Green Supply Chain, Information Technology, Challenges, Strategic Methods

Unit 6 Trends in Hospitality Operations: Post Pandemic - Products and Services, Outsourcing and Contractual Services, Diversity of Guests and Workforce, Varied Travel Needs, Technology Advancements, Eco Concepts, Use of Alternate Sources of Energy, Water Saving Measures, Waste Management, Environmental Aspects

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			2	3
	CO-2	1			1	2
	CO-3	2	3	1	2	2
	CO-4	2	2	3	3	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		20
Demonstrations		03
1. Demonstration using Videos	02	
2. Demonstration using Physical Models / Systems	01	
3. Demonstration on a Computer	00	
Numeracy		4
1. Solving Numerical Problems	04	
Practical Work		34
1. Course Laboratory	30	

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2. Computer Laboratory	04	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		
1. Case Study Presentation	04	14
2. Guest Lecture	02	
3. Industry / Field Visit	04	
4. Brain Storming Sessions	02	
5. Group Discussions	02	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Hospitality Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous Evaluation or SEE – Semester End Examination) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Face to Face Lectures
2.	Understanding	Demonstration using Videos, Demonstration using Physical Models
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Course Laboratory, Computer Laboratory
7.	Group Work	Course Laboratory, Brain Storming Sessions, Group Discussions
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Brain Storming Sessions, Group Discussions
11.	Presentation Skills	Case Study Presentation
12.	Behavioral Skills	Group Discussions
13.	Information Management	Assignment
14.	Personal Management	Group Discussions
15.	Leadership Skills	Brain Storming Sessions, Group Discussions, Course Laboratory

10. Course Resources

1. **Essential Reading**
   a. Course notes
   b. David K. Hayes, Jack D. Ninemeier, Allisha A. Miller (2016), Hotel Operations Management, Pearson.
   c. Katsigris Costas, Porter Mary, Thomas Chris (2003), Bar and Beverage Book, 3rd Ed., Wiley, John and Sons.
   d. Ninemeier D. Jack (1995), Food and Beverage Management, 5th Ed., Educational Institute of American Hotel and Motel Association

2. **Recommended Reading**
   a. Deji Badiru, Iswat Badiru (2020). Kitchen Project Management: The Art and Science of an Organized Kitchen. Universe.
   b. Peter Alcott & Ioannis S. Pantelidis Bernard Davis, Andrew Lockwood (2018), Food and Beverage Management, 6th Ed, Routledge Publication
   c. G. Raghubalan, SmriteeRaghubalan (2015), Hotel Housekeeping: Operations and Management. 3rd Ed., Oxford University Press.
   d. Hayes David K., Miller Allisha (2011), Revenue Management for the Hospitality Industry, Wiley.
   e. Dittmer Paul R., Keefe J. Desmond (2009), Principles of Food, Beverage and Labor Cost Controls, 9th Ed., Wiley
   f. Hale Andrew and Stetanelli John M., (2005)-Purchasing. 8th Edition, New York, Wiley
   g. Hayter Roy (1994) Safety in Catering, New York, Macmillan / McGraw Hill Publishers

3. **Magazines and Journals**
   a. Food and Beverage Business Review- Hammer Publishers Pvt. Ltd
   b. Food and Wine- American Express Publishing
   c. Food and Hospitality World - Indian Express Group
   d. Caterer and Hotelkeeper- Travel Week Group

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e. Food Technology
f. Food and Hospitality World
g. Caterer and Hotel Keeper
h. Asian Hotel and Catering Times

4. **Websites**
   a. www.runningrestaurants.com
   b. www.hospitalityupgrade.com
   c. www.ers.usda.gov/topics/food-markets-prices/food-service-industry.aspx
   d. www.foodandhospitalityworld.com
   e. www.ers.usda.gov/topics/food-markets-prices/food-service-industry.aspx
   f. www.hospitalitymagazine.com

5. **Other Electronic Resources**
   a. EBSCO
   b. DELNET

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Course Specifications: Hospitality Revenue Management

Course Title	Hospitality Revenue Management
Course Code	BAE572A
Course Type	Combination Course
Department	Hotel Management
Faculty	Hospitality Management and Catering Technology

1. Course Summary

The course deals with the strategies of revenue management and its significance in management decisions in the hospitality industry. The students are taught revenue management techniques and strategies relating to demand management, capacity optimization, channel management, benchmarking and decision making.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Hotel Management
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO1. Identify the significance of revenue management and distribution channels in the global hospitality business
CO2. Analyze the contemporary pricing strategies used for demand and supply management in hospitality operations
CO3. Appraise the data-driven decisions based on hotel market-level statistics and data analysis
CO4. Discuss the benchmarking and performance reports that are used by the hospitality industry for competitive business strategies

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5. Course Contents

Unit 1 Revenue Management in the Hospitality Industry: Concept of Revenue Management and its importance, Elements and Strategic approach to Revenue Management, Role of Revenue Manager, Revenue Management in Rooms Division and Food and Beverage Operations, Trends in Hospitality Industry Post Pandemic

Unit 2 Managing Demand and Capacity: Demand and Elasticity of Demand, Demand Management, Demand Forecasting Techniques, Managing Capacity, Capacity allocation and Management

Unit 3 Pricing Strategies: Demand Based Pricing, Differential pricing, Dynamic Value based Pricing using Artificial Intelligence, Setting Price, Competition based Pricing, Sorting mechanism and Rate Fences

Unit 4 Distribution Channel Management: Reservation & Global Distribution Systems, Channels of Distribution: Intermediation, Disintermediation and Re- intermediation, Case study of OYO rooms

Unit 5 Revenue Management Statistics and Data Analysis: Computation of Yield in Rooms Division: Potential Average Single Rate, Potential Average Double Rate, Multiple Occupancy Percentage, Rate Spread, Potential Average Rates, Room Rate Achievement Factor, Yield Statistic and Decision Making

Unit 6 Benchmarking and Performance Reports: Introduction to Benchmarking, Levels/types of Benchmarking, Comp Set- Key Performance Indicators (KPI), Percent Changes, Introduction to STAR reports, Ad-hoc Reports, and Trend Reports for Business Sustainability

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3				
	CO-2	3	1		2	1
	CO-3	1	3		1	3
	CO-4	1	3	3	3	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		09
1. Demonstration using Videos	02	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	02	
Numeracy		16
1. Solving Numerical Problems	30	
Practical Work		17
1. Course Laboratory	06	

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2. Computer Laboratory	06	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		
1. Case Study Presentation	02	
2. Guest Lecture	01	
3. Industry / Field Visit	00	03
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Hospitality Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous Evaluation or SEE – Semester End Examination) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1	✓		✓
CO-2	✓		✓
CO-3		✓	✓
CO-4		✓	✓
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Lab Activity
6.	Practical Skills	Lab Activity
7.	Group Work	Case Studies, Assignment, Group Discussions
8.	Self-Learning	Case Studies, Assignment, Examination
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	--
13.	Information Management	Assignment
14.	Personal Management	Lab Activity
15.	Leadership Skills	Group Discussions

10. Course Resources

a. Essential Reading

1. Course Notes
2. Dave Roberts (2022). Hotel Revenue Management the Post-Pandemic Evolution to Revenue Strategy. Business Expert Press
3. Stanislav Ivanov (2014). Hotel Revenue Management: From Theory to Practice
4. Zangador Hayes, D. K. & Miller, A. A. (2011). Revenue Management for the Hospitality Industry. Hoboken, NJ: John Wiley & Sons
5. Tranter K., Hill Stuart, T., Parker J (2009) An introduction to Revenue Management for the Hospitality Industry: Principles and Practice for the Real World, Pearson Prentice Hall

b. Recommended Reading

1. Ingold, A., McMahon-Beattie and Yeoman I. (2005), Yield Management Strategies for the Service Industries, Thomson
2. Phillips, R. (2005) Pricing and Revenue Optimisation, Stanford Business Books
3. Vinod, B (2004) Unlocking the value of revenue management in the hotel industry, Palgrave Macmillan
4. Talluri, K. Ryzin G. (2004) The Theory and Practice of Revenue Management, Springer
5. Yeoman I., McMahon-Beattie U. (2004) Revenue Management and Pricing; Case Studies and Applications, Thomson
6. Rushmore, Stephen. Baum, Eric. (2001)Hotels and Motels: Valuations and Market Studies. Appraisal Institute.
7. Ingold, Anthony. (2002) Yield Management: Strategies for the Service Industries. Continuum Books, NY
8. Lieberman Karen, Nissen Bruce (2005), Ethics in the hospitality and tourism industry - Educational Institute, American Hotel & Lodging Association

c. Magazines and Journals

1. HVS Journal

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Dean - Academics
M.S. Ramaiah University of Applied Sciences
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2. Indian Management
3. Cornell Quarterly
4. Express Hospitality
5. Harvard Business Review

d. Websites

1. https://www.revfine.com/what-is-revenue-management/
2. www.revenueyourhotel.com/
3. https://www.hospitalitynet.org/search.html?q=revenue+management
4. https://www.siteminder.com/r/hotel-revenue-management-strategies/

e. Other Electronic Resources

1. EBSCO (Hospitality & Tourism)
2. DELNET

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Course Specifications: Customer Relationship Management and Public Relations

Course Title	Customer Relationship Management and Public Relations
Course Code	BAE573A
Course Type	Combination Course
Department	Hotel Management
Faculty	Hospitality Management and Catering Technology

1. Course Summary

The course deals with the essentials of Customer Relationship Management (CRM) and Public Relations. The students are taught the CRM process, the role of information technology in CRM, the measurement of the effectiveness of CRM as well as media and public relations in the context of hospitality management. Latest marketing trends and customer relationship programs are also covered.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Hotel Management
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO1. Identify the importance of customer relationship management (CRM) and public relations in the service industry

CO2. Analyse various information technology-enabled sales and marketing practices used in CRM

CO3. Evaluate the effectiveness of customer relationship programs for business sustainability

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CO4. Discuss the role of media in public relations and customer relationship management

5. Course Contents

Unit 1 Cultural Analysis and Relationship Management: Cultural Characteristics of Hospitality, Elements of Customer Relationship Management, Nature of Customer Complaints, Types of Complaints, Types of Complainers, Resolution, Documentation and Feedback-Building, Customer Loyalty through Effective Complaint Handling

Unit 2 Hospitality CRM and Public Relations: Principles of Customer Relationship Management, CRM Culture, Database Marketing, Strategic CRM, Public Relations Practices, Successful PR initiatives and Strategies, Ethics in PR and CRM

Unit 3 Media Relations: PR and Media, Networking, Norms, Press Conference, Press Packs and Media Events, Press Trips/FAM Tours, Writing for the Media - Press Release

Unit 4 Information Technology in building CRM: Tools of Information Technology, Information Technology and Sales Process, Client Profiling and Transaction Analysis, CRM Application Software and Hardware, Information Systems- Designing and Managing Products

Unit 5 CRM Process Structure and Strategies: Marketing for Hospitality and Tourism Environment, Product Promotion, CRM Levels, Business Process Integration, Sales Process, Marketing Campaign Process, Customer Contact and Activity Management Process

Unit 6 Measuring effectiveness of Customer Relationship Programs:
Loyalty Programs in Hospitality Industry, Behavioral and Attitudinal Aspects, ROI Metrics, Strategic Customer Based Value Metrics, Contemporary Approaches to Measuring CRM Effectiveness

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2			1	
	CO-2	2	3		1	
	CO-3	3	1	3	3	3
	CO-4				3	1

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		32
Demonstrations		06
1. Demonstration using Videos	02	
2. Demonstration using Physical Models / Systems	02	
3. Demonstration on a Computer	02	
Numeracy		
1. Solving Numerical Problems	00	
Practical Work		27
1. Course Laboratory	20	

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2. Computer Laboratory	07	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		
1. Case Study Presentation	02	10
2. Guest Lecture	02	
3. Industry / Field Visit	01	
4. Brain Storming Sessions	02	
5. Group Discussions	02	
6. Discussing Possible Innovations	01	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Hospitality Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous Evaluation or SEE – Semester End Examination) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1	✓		✓
CO-2	✓		✓
CO-3		✓	✓
CO-4		✓	✓
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Lab Activity
6.	Practical Skills	Lab Activity
7.	Group Work	Case Studies, Assignment, Group Discussions
8.	Self-Learning	Case Studies, Assignment, Examination
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	--
13.	Information Management	Assignment
14.	Personal Management	Lab Activity
15.	Leadership Skills	Group Discussions

10. Course Resources

a. Essential Reading

1. Course Notes
2. V. Kumar, WeinerReinartz (2018). Customer Relationships Management Concept, Strategy and Tools. 3rd Edn. Springer
3. Zikmund G. William, McLeod Raymund Jr. & Gilbert W. Faye (2010), Customer Relationship Management. Wiley
4. Sachdeva S Iqbal (2009). Public Relations, Principles and Practices. Oxford University Press

b. Recommended Reading

1. Metz Adam (2011). The Social Customer: How Brands Can Use Social CRM to Acquire, Monetize, and Retain Fans, Friends, and Followers. Mc Graw Hill
2. Peeru H. Mohammed, and Sagadevan A (2005), Customer Relationship Management – Vikas Publishing House, Delhi
3. 2. Wilcox L. Dennis and Cameron T. Glen (2011), Public Relations : Strategies and Tactics, 10th Edition – Pearson Publishing
4. 3. Heath L. Robert (2012), Encyclopedia of Public Relations, 2nd Edition, Sage Publications
5. Berson Alex, Smith Stephen & Thearling Kurt (1999), Building Data Mining Applications for CRM - Tata McGraw Hill.
6. Peeru H. Mohammed, and Sagadevan A (2005), Customer Relationship Management - Vikas Publishing House, Delhi.
7. Greenberge Paul (2005), CRM-Essential Customer Strategies for the 21st Century - Tata McGraw Hill
8. Allen H. & Jackson Patrick, et.al. (2011)Public Relations Practices: Managerial Case
9. Studies and Problems –7th Edition - Prentice Hall
10. Kendall, Robert (1996), Public Relations Campaign Strategies - 2nd Edition – Harper Collins Publishers.
11. Lieberman Karen, Nissen Bruce (2005), Ethics in the hospitality and tourism industry - Educational Institute, American Hotel & Lodging Association

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c. Magazines and Journals

1. HVS Journal
2. Indian Management
3. Cornell Quarterly
4. Express Hospitality
5. Harvard Business Review

d. Websites

1. https://www.techtarget.com/searchcustomerexperience/definition/CRM-customer-relationship-management
2. https://mailchimp.com/crm/what-is-crm/
3. https://www.investopedia.com/terms/c/customer_relation_management.asp

e. Other Electronic Resources

1. EBSCO (Hospitality & Tourism)
2. DELNET

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Course Specifications: Hospitality Information Systems

Course Title	Hospitality Information Systems
Course Code	BAE574A
Course Type	Combination Course
Department	Hotel Management
Faculty	Management and Commerce (FMC)

1. Course Summary

The course deals with the latest concepts of Hospitality Information Systems. The students are trained in proficient operation of property management and accounting systems in the management of rooms, food and beverage, security and accounting. The students are also taught internet marketing, self-service technologies and guest operated devices.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Hotel Management
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making
PO-3. Ability to develop Value based Leadership ability
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:
CO-1. Identify the role of information systems and various accounting and control processes used in hospitality operations
CO-2. Analyse and apply principles of operational planning in hospitality management
CO-3. Assess the impact of the latest technology used in rooms and food service operations for a given scenario
CO-4. Discuss essential information system software and demonstrate proficiency in the ethical operation of property management and accounting systems

5. Course Contents

Unit 1 Introduction to Hospitality Information Systems: Functions, Design, Applications and Security Issues, Property Management Systems, Multi-Processor Environments, Networking, Types of Data Base Used, Use of E-commerce, Latest Trends in ICT in Hospitality Post Pandemic

Unit 2 Selecting and Implementing Computer Systems: Needs Analysis, Establishing System requirements, Selecting Software and Hardware, Selection of Vendor and installation factors

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Unit 3 Computer Based Reservation Systems: Global Distribution System, Central Reservation Systems, Property level Reservation Systems, Online Reservation Portals

Unit 4 Rooms and Food Service Management: Rooms Management Systems, Housekeeping Management Systems, Rooms Division Control, Food Service Management Systems, Bar and Beverage Management Systems, Kitchen Management Systems, Inventory Management Systems

Unit 5 Guest Accounting Application and Information System: Guest Room Sales, Guest Accounting Systems, Generation of Reports, Analysis of Reports, Night Audit, Food and Beverage Accounting System, Guest Room Interface

Unit 6 Planning Systems for Operations: Yield Management, Sales Analysis, Budgeting, Developing Operating Plans, Profit Planning, Manpower Planning

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3				
	CO-2	3	2	3		
	CO-3	2	3	1	3	1
	CO-4		1	1	3	2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		10
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		28
1. Course Laboratory	00	
2. Computer Laboratory	28	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		07
1. Case Study Presentation	07	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brainstorming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

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8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment is presented in the Programme Specifications document pertaining to the M.B.A. (Hospitality Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE–Continuous Evaluation or SEE–Semester End Examination) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following table:

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1	X		X
CO-2		X	X
CO-3		X	X
CO-4	X		X
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	--
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	--
11.	Presentation Skills	--
12.	Behavioral Skills	--
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

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11. Course Resources

a. Essential Reading

1. Course Notes
2. Agustinus Borgy Waluyo, Ling Tan (2022). Mobile Computing and Technology Applications in Tourism and Hospitality. IGI Global
3. Kasavana Michael, Cahill John J. (2008), Managing Technology in the Hospitality Industry, Butterworth-Heinemann

b. Recommended Reading

1. Nyheim, McFadden, and Connolly (2005), Technology Strategies for the Hospitality Industry, Prentice Hall
2. Zhou, Thomson (2004), E-commerce and Information Technology in Hospitality and Tourism, Delmar Learning
3. Laudon, (2007), Essentials of Management Information Systems, Prentice Hall
4. Tesone Dana V (2005), Hospitality Information Systems and E-Commerce, Wiley and Sons
5. Nyheim Peter, Connolly Daniel (2011), Technology Strategies for the Hospitality Industry, Prentice Hall
6. O'Connor Peter (2004), Using Computers in Hospitality, Cengage Learning Business Press

c. Magazines and Journals

1. Hospitalitybiz
2. HVS Journal
3. ExpressHospitality

d. Websites

1. Wikipedia
2. http://www.elotouch.com/Solutions/CaseStudies/kioskwp.asp
3. http://www.slideshare.net/govindabiswas/management-information-systems-16719623

e. Other Electronic Resources

1. EBSCO (Hospitality & Tourism)
2. DELNET

11. Course Organization

Course Code	Hospitality Information Systems		
Course Title	BAE574A		
Course Leader's Name		As per Timetable	
Course Leader's Contact Details		**Phone:**	080-23601829
		E-mail:	dean@msruas.ac.in
Course Specifications Approval Date		17 July 2022	
Next Course Specifications Review Date		May 2024	

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Course Specifications: Group Project

Course Title	Group Project
Course Code	BAP601A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to apply and synergise the learning outcomes of M.B.A. Programme through a group project. The group project focuses on the application of appropriate management practices and use of relevant university resources and departments for definition and execution of the project. In addition, this course enables the student to gain practical experience of working in a project mode, requiring interactions with the domain specialist to meet the managerial challenges of the project undertaken. The significant feature of the project will be the demonstration of its applicability and quantification of benefits.

2. Course Size and Credits:

Number of credits	05
Credit Structure (Lecture: Tutorial: Practical)	00:01:04
Total hours of interaction during the semester	145
Number of semester weeks	15
Department responsible	Management Studies and Commerce
Course marks	Total Marks : 100
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

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After the successful completion of this course, the student will be able to:

CO1: Work in a team and undertake a project in their area of specialization
CO2: Apply the management principles for executing the project
CO3: Apply appropriate research methodology while formulating a project
CO4: Analyse data, report findings and recommend appropriate solutions to resolve the problem
CO5: Develop a video which explains the project, exhibit, make a presentation and document the work

5. Course Contents

Course Content (Indicative)
Need for undertaking a project, project specifications, Strategy analysis, and presentation Project Management, Project Development, Project Validation, Project Evaluation, Exhibition, Presentation, Team building, Team work, Leadership skills

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1					3
	CO-2	3	2			
	CO-3	2	3			
	CO-4		3		2	
	CO-5				3	2

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Critical Review, Problem Formulation and stating Objectives	Reading Journal papers , books and other relevant materials and problem formulation	25
	Presentation to Reviewers	5
Data collection for problem solving	Group work with supervisors guidance	35
Analysis and conclusions	Group work with supervisors guidance	35
Video creation, Presentation, Thesis/Report Writing and Viva Voce		
	Thesis/Report writing - Group	30
	Project Exhibition and Video creation - Group	10
	Presentations	5
	Total	145
Note: The above time calculation is for a group of 5 students and can be modified depending on the number of students. The project chosen should justify the time allotted.		

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8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.Tech. (Electronics and Communication Engineering) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE, COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
Subcomponent	**CE - SC1 (50 %)**	**SEE (50%)**
Subcomponent Type	**Presentation and Exhibition**	**Project Report**
Maximum Marks	**25**	**25**
CO-1	X	
CO-2	X	
CO-3		X
CO-4		X
CO-5	X	

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving Leaning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Literature Review and group Interactions
2.	Understanding	Literature Review and group Interactions
3.	Critical Skills	Assignment - (problem identification)
4.	Analytical Skills	Assignment (data analysis)
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Assignment
8.	Self-Learning	Assignment
9.	Written Communication Skills	Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioural Skills	Assignment
13.	Information Management	Report
14.	Leadership Skills	Assignment

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10. Course Resources

a) Essential Reading- Relevant papers and articles

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Course Specifications: MBA Dissertation and Publication

Course Title	MBA Dissertation and Publication
Course Code	BAP602A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to give an insight to the students on application of principles of research methodology, preparation of research project proposal, research project management, execution of research project and effective technical communication and presentation. It also emphasizes the need and the relevance of a structured approach to identify a research topic and undertake research. This module provides an opportunity for students to apply theories and techniques learnt during program work. The student is also required to submit the paper to a conference approved by the department and make a presentation to the examiners in the faculty.

2. Course Size and Credits:

Number of credits	14
Credit Structure (Lecture: Tutorial: Practical)	01:01:12
Total hours of interaction during the semester	400
Number of semester weeks	15
Department responsible	Management Studies/ Commerce
Course marks	Total Marks : 200
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes

After undergoing this course students will be able to:

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CO1: Critically review scholarly literature collected from various sources for the project purpose and formulate a research problem
CO2: Prepare and present a research proposal
CO3: Conduct research to achieve research objectives
CO4: Propose new ideas/methodologies or procedures for further improvement of the research undertaken
CO5: Create research document and write and submit research papers for publication in reputed journals

5. Course Contents

Course Content (Indicative)
Research Methodology : Information search, retrieval and review Use of conceptual models and frameworks Problem solving , Evaluation Interpretations , drawing conclusions Proposing ideas or methods for further work Thesis writing Oral presentation Authoring Research paper Presentation and Analysis of data Interpretation of data in a conference or in SCOPUS indexed /UGC Care journals

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			2	
	CO-2				3	2
	CO-3	2	3	2		
	CO-4		3	2		
	CO-5				3	2

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Information search, retrieval and review, Project definition and project planning	ReadingJournalpapers, booksand otherrelevant materialsandproblem formulation	150
Use of conceptual models and Frameworks	Individual work with supervisors guidance	50
Problem solving and Evaluation	Individual work with supervisors guidance	50
Interpretations and drawing Conclusions	Individual work with supervisors guidance	50
Proposing ideas or methods for further work	Individual work with supervisors guidance	20
Create research document and write research papers for publications	Thesis/Report writing/Presentation	20
	Authoring research paper/Publication	20

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Defend the research findings in front of scholarly audience	Presentation Preparation	20
Tests/Examinations/presentations preparation		20
	Total	400

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

	Component 1: CE (50% Weightage)		
Subcomponent	**SC1**	**SC2**	**Semester End Examination: SEE (50% weightage)**
Subcomponent Type	**Interim and Final Report Presentation**	**Paper Development and Upload**	**Report**
Maximum Marks	**50**	**50**	**100**
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4	X	X	X
CO-5	X	X	X

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving Cos

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Thesis
2.	Understanding	Thesis
3.	Critical Skills	Thesis
4.	Analytical Skills	Thesis
5.	Problem Solving Skills	Thesis
6.	Practical Skills	Thesis
7.	Group Work	---

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8.	Self-Learning	Thesis
9.	Written Communication Skills	Report writing
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioural Skills	Thesis
13.	Information Management	Thesis
14.	Leadership Skills	Thesis

10. Course Resources

a. **Essential Reading**

1. Booth W. C, Colomb and G.G Williams. (2005) The Craft of Research, Chicago University Press
2. Willium M.K and Trochim. (2003)Research Methods, 2nd Edition, Biztantra Publications
3. Jonathan Grix. (2004) The Foundation of Research, Palgrave Study Guides

b. **Recommended Reading**

1. Wisker Gina. (2001) The Post Graduate Research Handbook, Palgrave
2. Rugg G. and Petre M. (2004) The Unwritten Rules of Ph.D research, Open University

c. **Magazines and Journals**

1. **Websites – Google Scholar**
2. **Other Electronic Resources- EBSCO, Google Scholar**

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RAMAIAH UNIVERSITY OF APPLIED SCIENCES

Programme Specifications

M.B.A. (Human Resource Management) Degree Programme

Programme Code: 101

Faculty of Management and Commerce

M. S. Ramaiah University of Applied Sciences Bengaluru - 560054

Batch 2022-2023 Onwards

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University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) focuses on student-centric professional education and motivates its staff as well as students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

To be an institute of excellence imparting Management Education for various Stakeholders to be Co-creators, Leaders and Entrepreneurs for Societal and Global Prosperity

Mission

M1. To inculcate life-long learning attribute through contemporary Pedagogical Techniques and Assessment

M2. To cultivate critical thinking capabilities and promote multidisciplinary research for contextual problem solving through a scientific approach

M3. To instill innovative Business Practices and Entrepreneurial Intentions for Sustainable Growth and Outreach

M4. To develop Leaders with a holistic mindset sensible to humanity and Society

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences
5. To instill the spirit of entrepreneurship in our youth ~~to~~ and help to create ~~more~~ career opportunities in the society by incubating and nurturing technology product ideas, and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with Universities, Industries, Businesses, Research Establishments, NGOs, International Organizations, Governmental Organizations in India and Abroad to enrich the experiences of faculties and students through research and developmental programmes

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Programme Specifications: M.B.A. (Human Resource Management)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	101
Programme Name	M.B.A. (Human Resource Management)
Dean (I/C) of the Faculty	Dr. K.M. Sharath Kumar
Head of the Department	Dr. K.M. Sharath Kumar

1. **Title of the Award:** M.B.A. (Human Resource Management)
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** October 2023
7. **Date of Programme Approval by the Academic Council of MSRUAS:** November 2023
8. **Next Review Date:** September 2025
9. **Programme Approving Regulating Body and Date of Approval:** All India Council for Technical Education, New Delhi, 24-May-2023
10. **Programme Accredited Body and Date of Accreditation:** Not Applicable
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** Not Applicable
14. **Rationale for the Programme**

Human Resource Management (HRM) deals with responsibilities, functions, behaviors and importance of employees. The world has become a global community making it possible for Human Resource (HR) to move across boundaries. As a result of globalisation, the world economy is interlinked and subject to regulation by international bodies. According to McKinsey's Survey 2012, the demand for employees in advanced economies is expected to increase by about 16 million over next six years. More and more people are working for international organisations and the labour force is becoming more culturally diverse and firms have to compete at global level. Hence, management of human resources is increasingly becoming crucial.

The economic growth of India has created unprecedented demand for talented and trained human resources. To meet this demand, the Government of India is encouraging private and public sectors to establish more management courses. The bustling activity in many Indian business sector organisations, indicate the criticality of managing the human resources in any organisation. Human Resource Specialists are in great demand for deploying their skills to hire, manage and retain talent in times of downturn as well as economic growth.

Karnataka State Level Skill Survey report highlights requirement of 3.5 million additional

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workforce by 2020. Sectors such as IT, fashion, manufacturing, retail, public and government etc. would require this infusion of workforces in order to match the growth. In addition, there is need for skilled HR professionals for competitive enterprises.

An organisation's success is critically dependent on effective management of its employees. It is increasingly vital to have skilled, committed and empowered employees in the challenging business scenario. The current developments in corporate social responsibility, talent and knowledge management are the topics of interest for research. The programme inculcates a research culture to innovate and adapt advanced human resource practices. Higher requirement of quality human resources for managing organisations has led to increase in demand for HR personnel. Realising the vital need for adequately trained HR managers, M.S. Ramaiah University of Applied Sciences (MSRUAS) gives an ideal platform for the students by exposing them to different aspects of HRM and thereby expanding their horizon. The M.B.A. in HRM provides students with managerial and leadership skills that will enable them to inculcate best HR practices. Over the years, the Department has grown intellectually and has developed a reputation amongst students, parents, and corporates. The Faculty of Management and Commerce plans for further development of Operations Management specialization to compete with the best Universities in the world by attracting high quality graduates as well as teaching talent from all over the Country and Abroad.

Programme Mission

The purpose of the programme is to create professional management graduates specialising in human resource management, able to identify talent, recruit, train, deploy, continuously motivate and retain the talent to achieve the stated business goals of the organisation.

15. Graduate Attributes (GAs)

GA-1. **Knowledge of Business Management:** Demonstrate deep understanding of conceptual knowledge in their chosen specialisation

GA-2. **Ethics and Social Responsibility:** Demonstrate ethical and socially responsible behaviour in Business decisions

GA-3. **Relevant Technological Literacy:** Ability to leverage appropriate technology for business decisions

GA-4. **Problem Solving and Decision Making:** Utilise critical and innovative thinking to identify and solve business problems

GA-5. **Entrepreneurial Awareness:** Acquire relevant knowledge to establish entrepreneurial ventures

GA-6. **Global Citizenship:** Exhibit team work and effective communication to adapt to cross-functional and multicultural work environments

GA-7. **Research and Lifelong Learning:** Ability to conduct business research and solve problems in a dynamic business environment

GA-8. **Leadership:** Exhibit initiative, intrapreneurial skills and lead teams effectively

16. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

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PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

17. Programme Goal

The programme goal is to produce postgraduates who will be able to apply management tools and techniques to optimally use scarce resources and emphasize on holistic decision-making with empathy to improve transparency as well as mitigate risks for a business process.

18. Program Educational Objectives (PEOs)

PEO-1. Practice contemporary global management principles in a wide range of business and real-world paradigm

PEO-2. Conduct applied research for addressing relevant business and societal concerns through an evidence based approach

PEO-3. Excel as aspiring Intrapreneurs and Entrepreneurs for Societal Well-being

PEO-4. Bestow Human Values with a rational mind-set for contingent business solutions

19. Programme Structure:

Semester 1

Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAC501A	Managerial Skills and Business Communication	03	00	02	04	100
2	BAC502A	Human Resource Management	03	02	00	04	100
3	BAC503A	Managerial Economics	03	00	02	04	100
4	BAC504A	Managerial Accounts	03	02	00	04	100
5	BAC505A	Marketing Management and Marketing Research	03	00	02	04	100
6	BAC506A	Operations Management	03	00	02	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Semester 2

Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAC507A	Strategic Management, CSR and Sustainability	03	02	00	04	100
2	BAC508A	Business Mathematics, Statistics and Analytics	03	00	02	04	100
3	BAC509A	Management Information Systems	03	00	02	04	100
4	BAC510A	Business Law and Corporate Governance	03	00	02	04	100
5	BAC511A	Corporate Finance	03	00	02	04	100
6	BAC512A	Innovation and Entrepreneurship	03	02	00	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Between Semester 2 and Semester 3

Industry Internship

Sl. No.	Code	Course Title	Practical (H/W/S)	Total Credits	Max. Marks
1	BAI513A	Industry Internship	16	08	100
Total Number of Contact Hours Per Week in Industry			**16**		

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Semester 3							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAE551A (Major-1)	Recruitment, Compensation and Performance Management	03	00	02	04	100
2	BAE552A (Major-2)	International Human Resource Management	03	02	00	04	100
3	BAE553A (Major-3)	Business Leadership and Employee Relations	03	00	02	04	100
4	BAE554A (Major-4)	Strategic HRM and HR Analytics	03	00	02	04	100
5	(Minor-1)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization)	03	02	00	04	100
6	(Minor-2)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization)	03	00	02	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Between Semester 3 and Semester 4

Industry Internship					
Sl. No.	Code	Course Title	Practical (H/W/S)	Total Credits	Max. Marks
1	BAP601A	Group Project	16	08	100
Total Number of Contact Hours Per Week in Industry			**16**		

Semester 4							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAP602A	MBA Dissertation and Publication	0	0	28	14	100
		Total				**14**	**100**
Total Number of Contact Hours Per Week in Industry			**28**				

Note:

1. The Vacations and other activities shall be as per the Timetable and Academic Calendar for the corresponding batch
2. Students will undergo Summer Internship between 2nd and 3rd Semesters
3. Summer Internship will be evaluated in the 3rd Semester
4. Group Project will be initiated at the end of Semester 3 and evaluated before Semester 4
5. Research Methodology will be taught as a Value-Added Course
6. Minimum 20 Students are required to deliver Major Specialization

20. Course Delivery: As per the Timetable

21. Teaching and Learning Methods

1. Face to Face Lectures using Audio-Visuals

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2. Workshops, Group Discussions, Debates, Presentations
3. Cases, Case study, Case lets
4. Demonstrations
5. Guest Lectures
6. Laboratory work/Field work
7. Industry Visit
8. Seminars/ Conferences
9. Group Exercises
10. Project Exhibitions
11. Management Festivals

22. Assessment and Grading

22.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-End Examination (SEE): This component represents the summative assessment carried out in the form of an examination conducted at the end of the semester.

Marks obtained in CE and SEE components have equal weightage (CE: 50% and SEE: 50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

22.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

Theory Course	
Mid-Term Exam (SC1)	Assignment/Presentation and Class Participation (SC2)
25 Marks	25 Marks

There shall be two sub - components of CE (SC1 and SC2). Each sub-component is evaluated individually for 25 marks. Apart from Mid-Term 25 Marks, the other components of CE can be of any of the following types:

a) Online Test
b) Assignments/Problem Solving
c) Presentation
d) Field Assignment
e) Open Book Test
f) Portfolio
g) Reports
h) Case Study
i) Group Task

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j) Quiz
k) Practical Tasks
l) Any other

After the two subcomponents are evaluated, the CE component marks are determined as:

CE Component Marks = SC1 + SC2 (Scaled Down to 25 Marks Each)

An additional sub-component may be used at the discretion of the Faculty/Department. The Department can conduct the 3rd subcomponent SC3, if this subcomponent provides benefit to students. If the Department/Faculty conducts the SC3 subcomponent of evaluation, and the score obtained by the student in SC3 is greater than the lowest score of the previous two subcomponents SC1 and SC2, then it replaces the lower of the two scores.

23. Student Support for Learning

1. Course Notes
2. Reference Books in the Library
3. Magazines and Journals
4. Internet Facility
5. Computing Facility
6. Laboratory Facility
7. Staff Support
8. Lounges for Discussions
9. Any other support that enhances their learning

24. Quality Control Measures

1. Review of Course Notes
2. Review of Question Papers and Assignment Questions
3. Student Feedback
4. Moderation of Assessed Work
5. Opportunities for Students to see their Assessed Work
6. Review by External Examiners and their Reports
7. Staff Student Consultative Committee Meetings
8. Student Exit Feedback
9. Board of Examination

25. Programme Map (PO Map)

Sem.	Course Title	PO-1	PO-2	PO-3	PO-4	PO-5
1	Managerial Skills and Business Communication	3	1		3	3
1	Human Resource Management	1	2	2		3
1	Managerial Economics	2	3		3	3
1	Managerial Accounts	3			3	3
1	Marketing Management and Marketing Research	3	3	3	2	3
1	Operations Management	3	1	1	3	3
2	Strategic Management, CSR and Sustainability	1			3	2
2	Business Mathematics, Statistics & Analytics	3	1	1	3	3

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2	Management Information Systems	1	2		3	3
2	Business Law and Corporate Governance	2	3	2	1	1
2	Corporate Finance		1	3	2	1
2	Innovation and Entrepreneurship	3	2	2	2	2
B/W 3&4	Industry Internship	2				3
3	Hospitality Operations Management	3	1	3	2	1
3	Hospitality Revenue Management	3	2	3	3	3
3	Customer Relationship Management and Public Relations	3	2	3	3	3
3	Hospitality Information Systems	2			2	1
B/W 3&4	Group Project	2		1	2	2
4	MBA Dissertation and Publication	3	2		2	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

26. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

27. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. The Students are involved in planning and organizing the activities.

28. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.

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Course Specifications: Managerial Skills and Business Communication

Course Title	Managerial Skills and Business Communication
Course Code	BAC501A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce to students, the fundamentals of Management Concepts and Managerial Skills. The course is intended to introduce the various functions of management, levels of management and skills associated with various levels of management. Students will also gain an appreciation of the roles of a Manager and Leader.

This course aims at equipping students with the essentials of business communication. Business Communication is essential since it is the important process through which managers and organizations in their entirety accomplish the set objectives culminating in the success.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:
CO-1. Apply Fundamental Management Principles for Effective Decision-Making
CO-2. Analyze and Managerial Skills and their Organizational Impact
CO-3. Evaluate Proficient Business Communication Strategies
CO-4. Develop Persuasive Oral and Written Communication for Leadership Impact

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5. Course Contents

Unit 1 (Introduction): Concept of Fundamentals of Management, Evolution of Management Thought, Scope, Functions Principles of Scientific Management and Principles of Modern Management

Unit 2 (Functions of Management): Planning, Organizing, Staffing, Leading, Controlling and Leadership and Motivation theories

Unit 3 (Managerial Skills): Various skills required for management and leadership, Conceptual skills, Technical skills, Human skills, Leadership skills, Communication skills and associated skills

Unit 4 (Nature of Business Communication): Introduction, Types of Business Communication, Communication Network in Organizations; Importance of Listening in the Workplace: Introduction, Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context

Unit 5 (Reading Skills): Introduction, Types of reading, SQ3R (Survey, Question, Read, Retrieve, and Review) Technique of Reading

Unit 6 (Written Business Communication): Introduction, General Principles of Writing, Principles of Business Writing, Internal Business Communication: Writing Memos, Circulars and Notices, Communicating through Email, Communication with Stakeholders

Unit 7 (Internal and External Business -Communication): Writing Business Reports: Introduction, Types of Business Reports, Format for Business Reports, Steps in Report Preparation; Proposals

Unit 8 (Presentation Skills): Public speaking including Message development, content, projection, inflection and delivery

Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2			2
	CO-2	2	3			3
	CO-3	2		2	3	
	CO-4		2	3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		0
1. Solving Numerical Problems	00	
Practical Work		10

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1. Course Laboratory – MS OFFICE	05	
2. Computer Laboratory	00	
3. Workshop	05	
Others		20
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

a. Course notes

b. Harold K & and Heinz. W, (2015) Essentials of Management, 6th edition, Tata McGraw-Hill, New Delhi

c. Krishnamacharyulu CSG, (2016) Business Communication, Himalaya Publishing House

2. Recommended Reading

a. Prasad, L. M. (2015). Principles and Practice of Management. 9th edition, S Chand and sons

b. V. Lesikar, John D. Pettit, Jr., Marie E. Flatley. (1999), Basic Business Communication, 8th Edition, Tata McGraw Hill

3. Magazines, Periodicals and Journals

a. Economic Times, Business Standard, Hindu Business Line

b. Business Today

c. Business India

d. Business World: ABP Group - Fortnightly business magazine

e. Prabandhan: Indian Journal of Management: Informatics Publishing Limited – Monthly issue

f. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited – Quarterly issue

4. Websites

WWW.NPTEL.AC.IN

WWW.SWAYAM.GOV.IN/NC_DETAILS/NPTEL

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Course Specifications: Human Resource Management

Course Title	**Human Resource Management**
Course Code	BAC502A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Human Resource Management and its role within the modern organisation. Students are introduced to the concepts of Personality, Attitude, Perception and Behavior in Organisations. In addition, students are taught to analyse the concepts of recruitment, training and performance management. Students are also exposed to basic concepts of organisational design and organisational life cycle. Further, students will gain hands-on experience in HR Processes.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Applying the concepts of Human Resource Management in an organization
CO-2. Analyzing the contribution of Organisation Behaviour in managing human resources of an organisation
CO-3. Evaluating the approaches to human resource strategies in terms of recruitment, training & development, and performance management
CO-4. Propose the principles of Industrial Relations and Conflict Management using advanced strategies

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5. Course Contents

Unit 1 Human Resource Management (HRM) Overview and Human Resource Planning: Concepts and Evolution of HRM, Difference between HRM and Personnel Management, HRM Objectives, HRM Functions, Role of the HR Practitioner, Strategic HRM and its Importance, Organisation of HR Department and Best HR Practices. Objectives of HR Planning, Planning Process, Benefits, Job Analysis, Job Description and Job Specification, Job Design and its Significance

Unit 2 Introduction to Organisational Behaviour, Culture, Structure and Design (OB): OB Model and Goals of OB, Foundations of Individual Behavior - Individual differences, Ability, Perception, Aptitude, Attitude, Learning, Personality, Foundations of Group Behavior - Group Properties, Group Development and Johari Window, Emotional Intelligence, Role of Organisations in Society, Organisation Structure and its Elements, Organisational Design and its Importance, Organisational Culture and its Types.

Unit 3 Recruitment, Training & Development: Recruitment and Selection, Recruitment Planning Process, Selection - Significance and Methods, Psychometric Tests for Hiring, using Social Media for Hiring, Induction, Training and Development, Career Management, HR Audit, Separations, Promotions, Transfers.

Unit 4 Performance and Compensation Management: Introduction, Objectives of Performance Management, Cycle of Performance Management, Performance Appraisal System, Methods of Appraisal - Traditional and Contemporary, Reward Management - Grade and Pay Structures, Rewarding Special Groups, Employee Compensation and Benefits.

Unit 5 Industrial Relations and Conflict Management: Industrial Relations, Objectives, Employee Relations Process and Approaches - Employee Voice and Grievances, Causes and Effects of Grievances, Grievance Handling Procedure, Employee Health and Safety and Factories Act, Conflict Management, Conflict Resolution Process.

Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3	2	2	2	2
CO-2	3	3	3	2	2
CO-3	3	3	2	3	3
CO-4	3	3	2	3	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00

1. Solving Numerical Problems	00	
Practical Work		07
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Role Plays	07	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		18
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Human Resource Management). The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Case-study Presentations
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Group Discussions
15.	Leadership Skills	Group Discussions

9. Course Resources

1. Essential Reading

1. Course Notes

2. Dessler, G., 2017. *Human Resource Management*. 15th ed. Upper Saddle River (N.J.): Prentice Hall.

3. Robbins, S. and Judge, T., 2018. *Organizational Behavior*. 18th ed. New Delhi: Pearson.

2. Recommended Reading

d. Armstrong, M. and Taylor, S., 2020. *Armstrong's Handbook of Human Resource Management Practice*. 15th ed. New York: Kogan Page.

e. Monappa, Arun. (2017) *Industrial Relations,* 2nd ed. McGraw Hill Education, New Delhi

3. Magazines and Journals

1. HBR Magazine
2. International Journal of Organizational Analysis, Emerald Group Publishing Ltd
3. Participation and Empowerment: An International Journal, MCB UP Ltd
4. Development and Learning in Organizations, Emerald Group Publishing
5. Elsevier and springer and people matter

4. Websites

5. Management Library. 2022. *Management Library*. [online] Available at: <https://managementhelp.org/> [Accessed 10 July 2022].
6. SHRM. 2022. *SHRM - The Voice of All Things Work*. [online] Available at: <http://www.shrm.org/> [Accessed 10 July 2022].
7. Valamis. 2022. *What Is Talent Management? Model, Strategy, Process*. [online] Available at: <https://www.valamis.com/hub/talent-management> [Accessed 10 July 2022].

8. Other Electronic Resources

NA

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Course Specifications: Managerial Economics

Course Title	Managerial Economics
Course Code	BAC503A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with economics for managerial decision making. Students will be introduced to concepts such as scarcity and efficiency, problems of economic society, demand and supply analysis and elasticity. Further, concepts related to consumer behavior, producer behavior, and cost analysis as well inclusion of advanced topics in economic analysis are highlighted. Students will also be familiarized with Gross Domestic Product (GDP), national income and analyze the implications of changes in fiscal and monetary policies.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the concepts of microeconomics, macroeconomics and consumer behavior
CO-2. Analyze with the help of forecasting techniques to address demand-supply concerns
CO-3. Evaluate economic logic for managerial decision making
CO-4. Discuss implications of changes in Government fiscal and monetary policies

5. Course Contents

Unit 1 (Introduction to Managerial Economics): Economic Systems, Principles of Managerial Economics, Integration with Other Managerial Decision-Making Process, Tools and Analysis of

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Optimization, Role of Government, Private, Competition Vs. Cooperation.

Unit 2 (Demand-Supply Analysis and Consumer Behaviour): Definitions, Determinants, Laws and Curves of Demand and Supply, Demand Forecasting, Qualitative and Quantitative Interpretation of Demand, Law of Diminishing Marginal Utility, Consumer and Producer Surplus, Analysis of Consumer Behavior, Individual Consumer Decisions, Analysis of Consumer Decisions in Terms of their Underlying Preferences Consumer Preferences, Use of Utility Function to Make Predictions about Consumer Preferences.

Unit 3 (Analysis of Production, Costs and Revenues): Cost of Factors Involved in Production, Variable and Fixed Cost, Average and Marginal Cost, Real and Opportunity Cost, Economies of Scale, Law of Returns: Constant, Decreasing and Increasing Returns.

Unit 4 (Market Structures and Decision Making): Market Types, Perfect Competition, Price Determination and Equilibrium, Monopoly - Features, Equilibrium Condition, Price Discrimination, Monopolistic Competition – Features, Oligopoly - Cartels, Pricing Strategy, Sustainability Business Model.

Unit 5 (Fiscal and Monetary Policies): Gross Domestic Product, Consumer Price Index, Inflation Measurement and Adjustment, Standard of Living, Physical and Human Capital, Factors Affecting Productivity, The Business Cycle, Fiscal Policy Tools, Automatic Stabilizers, Contractionary and Expansionary Gaps, Inflows, Outflows and Restrictions Exchange Rates, Currency Appreciation and Depreciation, Trade Deficits and Surpluses.

Unit 6 The Keynesian System and Post Keynesian Macroeconomics: The Problem of Unemployment, The Simple Keynesian Model, Equilibrium Output, Components of Aggregate Demand, Equilibrium Income, Role of Fiscal Policy and Multiplier, Exports and Imports in the Simple Keynesian Model; Interest Rates And Aggregate Demand; Keynesian Theory Of The Interest Rate; Money Supply and Money Demand in Keynesian Framework, New Classical Position: Keynesian Counter Critique, Rational Expectations Hypothesis, Business Cycle Theories, Multiplier –Accelerator Intersection Model, Business Cycle Theory, Political Business Cycle Model, New Keynesian Economics: Menu Cost Theory, Efficient-Wage Theory, Insider-Outsider Model and Hysteresis, Analysis of Case Studies.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	2	1		2
	CO-2	2	3		3	3
	CO-3	3	2	1	3	3
	CO-4	2	3	2	2	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	

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2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		15
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	00	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

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9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Class room discussions, case study
6.	Practical Skills	Group activity, field study
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Group discussion

10. Course Resources

1. Essential Reading

1. Course notes
2. Paul A.S. and William N.D. (2010) *Economics*, 19th edition, McGraw Hill
3. Froyen, R. T. (2015) *Macroeconomics: Theory and Policies*, 10th edition, Pearson

2. Recommended Reading

1. Perloff, J. M. (2019) *Microeconomics*, 7th edition, Pearson
2. Varshney, R.L. and Maheshwari, K. L. (2014) *Managerial Economics*, 22nd revised edition, Sultan Chand & Sons
3. Paul, J. (2018) *Business Environment*, 4th edition, McGraw Hill education

3. Magazines and Journals

1. Economic and Political Weekly
2. Chartered Secretary
3. Chartered Accounts Today
4. Industrial Economist
5. Quarterly Journal of Economics, Oxford University Press
6. Review of Economics and Statistics, MIT Press Journals
7. Journal of Accounting and Economics, Elsevier

4. Websites

d. Theory and Applications of Economics, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

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Course Specifications: Financial Accounting

Course Title	Managerial Accounts
Course Code	BAC504A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of accounting for managers. The students are taught the concepts and principles of accounting and analysis of financial statements. Students are also trained to calculate depreciation using different methods and prepare the final accounts of sole proprietary business and company

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Discuss the concepts and principles of accounting
CO-2. Evaluate the financial statements of the company for decision making
CO-3. Analyse the cash flow and fund flow statements for decision-making
CO-4. Develop the final accounts of the company and generate reports in Tally

5. Course Contents

Unit 1 (Introduction): Types of Accounting, Users of Accounting information, Concepts and Conventions of Accounting, Accounting Equation, Golden rules of accounting, Accounting Cycle, Accounting Standards, Indian GAAP, Introduction to IFRS
Unit 2 (Accounting Records): Accounting Process, Cash Book, Petty Cash book, Trial Balance.

Depreciation: Meaning, need & importance of depreciation and types of depreciation

Unit 3 (Final accounts): Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business, preparation of final accounts of companies, Vertical form of financial statements

Unit 4 (Ratio Analysis): Ratio analysis concepts, Uses and demerits of ratios, Calculation various Analysis of financial statements using ratios, Dupont analysis

Unit 5 (Cash flow statement): Preparation of Fund flow and Cash flow Statement. Managerial decision making using Fundamental analysis

Unit 6 (Introduction to Accounting Software): Creation of Company, Configure and Features settings, Generating Reports, Selecting and shutting a Company

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2	1		
	CO-2	3	3		3	
	CO-3	3	2	1	3	
	CO-4	2	3	2	2	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Course/Workshop	00	
Others		05
1. Case Study Presentation	01	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Banking and Financial Services) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment ,lab
4.	Analytical Skills	Class room, Assignment , Examination
5.	Problem Solving Skills	Class room, Assignment ,Examination
6.	Practical Skills	Class room, Assignment, lab
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and Presentation
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Group discussions and Case study
15.	Leadership Skills	Presentation

10. Course Resources

1. **Essential Reading**
   a. Course notes

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b. Rajashekaran, Lalitha (2022), Financial Accounting, Pearson Publication. Avaialable at Pearson e-library
c. Ramachandran N, Kakani, Ram Kumar. (2022), Financial Accounting for Management, McGraw Hill

2. **Recommended Reading**
   a. Rajesh Chheda. (2018), Learn Tally.ERP 9 with GST, 2nd Edition
   b. Guptha Ambrish.(2016) Financial Accounting for Management, Pearson Education
   c. Rajesh Agarwal & R Srinivasan. (2005) Accounting Made Easy, Tata McGraw –Hill

3. **Magazines and Journals**
   a. Chartered Secretary , published by The institute of Chartered Secretary of India
   b. Chartered Accounts Today , published Arizant
   c. Journal of Accountancy. The Journal of Accountancy is a monthly publication for accountants published by AICPA & CIMA
   d. International Journal of Managerial and Financial Accounting, Published by Inderscience
   e. The Accounting Review, Published by Willey and sons
   f. Asian Journal accounting research, Published by Emerald

4. **Websites**
   a. Accounting standards 2022. ICFAI - Accounting, standards, amendments, [online] Available at: <http://www.icai.org> [Accessed 11 July 2022].

5. **Other Electronic Resources**
   a. Software: Tally ERP(11)

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Course Specifications: Marketing Management and Marketing Research

Course Title	Marketing Management and Marketing Research
Course Code	BAC505A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with marketing management essentials required to satisfy customers' needs, wants and demand. Students are taught to integrate the elements of Consumer Behaviour, Sales and Marketing Mix. Students are also introduced to Segmentation, Targeting and Positioning, Integrated Marketing Communications. In addition, students are familiarized with concepts and process of marketing research. Emphasis will also be provided on marketing ethics and socially responsible marketing.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-5. Apply the Principles of Sales and Marketing to a given context.
CO-6. Analyse B2C and B2B consumer Behavior.
CO-7. Recommend Marketing Mix strategies for the targeted segments.
CO-8. Develop a Marketing Plan for a product/service

5. Course Contents

Unit 1 Fundamentals of Marketing: Concepts - Importance and Scope - Consumer Needs and Wants – Scanning Marketing Environment and Analyzing Marketing Mix, An Introduction To Consumer Buying Behavior in B2B and B2C contexts

Unit 2 Segmentation Targeting and Positioning and Introduction to Product: Introduction to process of Segmenting, Targeting and Positioning, Dealing With Competition, Introduction to concept of "Product" , Product Management Concepts and Product Life Cycle Management, Concepts of Brand, Branding and Brand Management

Unit 3 Pricing Concepts – Introduction to Pricing Strategies - Value Based, Cost Based, Market Based, Competitor Based and New Product Pricing - Process and Evaluation of Price - Types Of Pricing

Unit 4 Distribution Management and Design Of Marketing Channels - Role of Distribution Management and Marketing Channels, Channel Design Decisions, Channel Management Decisions, Channel Integration, Introduction to Conflict, Co-Operation and Control In Channels

Unit 5 Marketing Communications- Role of Marketing Communications, Types of Marketing Communication, Developing Effective Communications, Introduction to Digital Marketing, Social Media Marketing and Deciding on Marketing Communication Mix

Unit 6 Marketing Research and Marketing Plan: Introduction to concept of Marketing Research, Importance of Marketing Research and process of marketing Research, Typical Components of Marketing Plan and Its Relevance To Marketing Research.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			1	
	CO-2		3		2	
	CO-3	3				
	CO-4			3	1	2

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		10
1. Demonstration using Videos	5	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Model Studio	00	
Others		20
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	

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5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures,
3.	Critical Skills	Assignment
4.	Analytical Skills	Classroom discussion, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Case study Presentations
11.	Presentation Skills	Assignment

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12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	Assignment
15.	Leadership Skills	Group discussions and case study

13. Course Resources

1. Essential Reading

1. Course notes
2. G.Shainesh Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth (2022), Marketing Management, Pearson (16th Edition)
3. Ramaswamy V. S. (2017), Marketing Management: A Strategic Decision Making Approach, Tata McGraw Hill Education Private Limited, 5th Edition
4. Nargundkar Rajendra (2019), Marketing Research – Text and Cases, 4th edition, McGraw Hill

2. Recommended Reading

a. Armstrong Gary, Kotler Philip, Cunningham, Margaret H. and Cunningham Peggy H. (2008) Principles of Marketing, 7th edition, Pearson Education
b. Naresh Malhotra. (2016), Essentials of Marketing Research, Pearson Education

3. Magazines and Journals

a. Harvard Business Review
b. Business India
c. Business Today
d. Outlook Business
e. Entrepreneur
f. Journal of Marketing
g. Journal of Consumer behavior
h. Journal of Interactive Marketing
i. Indian Journal of Marketing

4. Websites

a. https://harvardmagazine.com/
b. https://sloanreview.mit.edu/
c. www.indianjournalofmarketing.com
d. www.ama.org/

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Course Specifications: Operations Management

Course Title	Operations Management
Course Code	BAC506A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with introduction of operations management and project management. The students are introduced to the importance of operations management and the various tools and techniques that aid in efficient management of manufacturing and service organisations. The underlying concepts and frameworks for managing resources in projects and operations, decision making under certain and uncertain environments, demand forecasting, inventory management and production planning are discussed. The students are also trained on Spreadsheet Solvers and other Decision-Making Tools.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:
CO-1. Apply project management tools for business decision making
CO-2. Examine the concepts of decision making under certainty and uncertainty
CO-3. Evaluate capacity planning, facility location and production planning strategies
CO-4. Formulate forecasting models for demand prediction

5. Course Contents

Unit 1 Introduction to Operations Management: Nature, Importance, Historical Development, Transformation Processes, Differences between Services and Manufacturing - Functions,

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Challenges, Current Priorities, Recent Trends, Operations Strategy, Manufacturing and Service Sector Trends, Services as a Part of Operations Management

Unit 2 Decision Making under Certainty and Uncertainty: Framework for Decision Making, Decision Methodologies, Break-Even Analysis, Decision Trees, Discrete-Event Simulation, Sequencing under Multi-Criteria Decision-Making Framework

Unit 3 Problem Specific Mathematical Models for Effective Decision Making: Game Theory Models for Negotiation, Project Management Methods – Work Breakdown Structure (WBS), Schedule Planning - CPM/PERT.

Unit 4 (Capacity and location planning): Capacity Planning – Definition, Types and Importance; Location planning – Need, Influencing Factors, Location Models

Unit 5 (Demand forecasting): Objectives and Use, Forecasting Methods, Measures of Forecast Error, Applications and Controls

Unit 6 (Materials and Inventory Management): Functions of Materials Management, Material Planning and Control, Need, Objectives and Techniques of Inventory Management – EOQ model, Aggregate Planning and Master Schedule, Mathematical Planning Models, Development of Master Production Schedule (MPS)

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	3			1
	CO-2	2	3			
	CO-3	2	3			1
	CO-4	2	3		1	

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		20
1. Solving Numerical Problems	20	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Engineering Workshop / Course/Workshop /	00	
Others		10
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brainstorming Sessions	00	

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5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination

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10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Assignment

10. Course Resources

1. **Essential Reading**
   a. Course notes
   b. Stevenson, William J. (2015) *Operations Management*, 11th Edition, Mc Graw Hill Education
   c. Mahadevan, B. (2015) *Operations Management: Theory and Practice*, 3rd edition, Pearson

2. **Recommended Reading**
   a. Kumar, S. A., & Suresh, N. (2008) *Operations Management*, 2nd edition. New Age International Publishers
   b. Krajewski, L.J., Malhotra, M.K., Ritzman, L.P. and Srivastava S.K., *Operations Management*, 11th edition, Pearson

3. **Magazines and Journals**
   a. HBR Magazine
   b. Management Science, INFORMS
   c. Journal of Operations Management, John Wiley & Sons
   d. International Journal of Operational Research, Inderscience Publishers

4. **Websites**
   a. Introduction to Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf
   b. Production and Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

5. **Other Electronic Resources**
   a. MS Excel solver
   b. LINDO
   c. GAMS
   d. QM for Windows

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Course Specifications: Strategic Management, CSR and Sustainability

Course Title	Strategic Management, CSR and Sustainability
Course Code	BAC507A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of Strategic Management, CSR and Sustainability. Students are taught concepts of strategy, importance of strategy, formal planning in strategic management. Students are also introduced to Environmental Analysis, Strategic Formulation, Strategic Implementation, Evaluation, Control, CSR and Sustainability for making business decisions.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1 Analyze various fundamental strategic management concepts, theories, practices and business environments considering global, economic, legal, and ethical aspects.

CO-2 Evaluate strategic plans and their formulation utilising data from diverse sources, assess the implications of strategic choices, and foster critical thinking for sustainable and competitive strategic planning of organizational goals aligned with industry opportunities and challenges

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CO-3. Apply value-based implementation strategies that align with an organization's mission, vision, and objectives, and demonstrate the ability to lead oneself and others in achieving organizational goals within a collaborative team environment

CO-4. Design and propose innovative and sustainable strategic initiatives that also incorporate Corporate Social Responsibility (CSR) principles, for effective adoption of chosen strategic direction and strategic control

5. Course Contents

Unit 1 Introduction to Strategic Management: Concept of Strategy, Nature, Scope, Process and importance of Strategic Management. Formal Planning and Strategic Intent, Strategic Planning Process, Strategic Management Vs. Operational Management.

Unit 2 Corporate Mission, Objectives, Environment Analysis and Strategic Formulation: Concept of Mission and Vision, Constituents of Corporate Mission, Goals, Objectives, Concepts, Factors influencing External and Internal Environment, Competitive Analysis, SWOT Analysis, PEST Analysis, Porter's Five forces model, Boston Consulting Group (BCG) Matrix, GE matrix, Blue Ocean strategies, resource, core competence & competitive advantage, Grand Strategies, Strategic Formulation, Approaches to Strategic Formulation, Grand Strategies

Unit 3 Strategic Implementation: important aspects of Strategic Implementation

Unit 4 Corporate Social Responsibility (CSR) and strategy for sustainability: Introduction to CSR, social responsibility assessment, Sustainability, guiding principles for sustainability.

Unit 5 . Strategic Evaluation and Control: Concept and Purpose of Strategic Evaluation and analysis, Gap Analysis, Strategic Control and Feed Back.

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

6. CO-PO mapping table

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			3	
	CO-2		3		1	
	CO-3			3		3
	CO-4	3				2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	10	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		00
1. Solving Numerical Problems	00	

Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
Others		30
1. Case Study Discussion / Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

Course Leaders

Prof V. Nagendra, Associate Professor FMC, RUAS

Dr. G Devakumar, Professor, FMC, RUAS

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Program Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Case discussions, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case discussions
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10. Course Resources

1. **Essential Reading**
   a. Course notes
   b. Pearce J.A. and Robinson. R.B. (2015), *Strategic Management*, 19th edition, Vol.5, Tata Mc Grew Hill company.

2. **Recommended Reading**
   a. David R. Fred (2010), Strategic Management: Concepts and Cases, 13th edition, Vol 5, Prentice Hall.
   b. Anthony E. Henry, (2021), Strategic Management, 5th edition, Vol.2, Oxford University press.
   c. Michael Blowfield, Alan Murray (2019), Corporate social Responsibility, 4th edition, Oxford University Press.
   d. Michael Blowfield (2012), Business Sustainability, 4th edition, Oxford University Pess.

3. **Magazines and Journals**
   a. Business World
   b. Business Today
   c. Busiiness India
   d. Journal of Strategic Management, Publisher, John Wiley and Sons Ltd
   e. Journal of Technology Analysis and Strategic Management, Publisher Routledge, UK.
   f. Cross Culture and Strategic Management, Emerald Group of publishing, UK.
   g. Sustainability and Society, Springer Publishing

4. Websites
   a. https://www.coursera.org/learn/strategic-management
   b. https://archive.nptel.ac.in/resources.html
   c. https://swayam.gov.in/explorer?searchText=strategic+managment

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Course Specifications: Business Mathematics, Statistics and Analytics

Course Title	Business Mathematics, Statistics and Analytics
Course Code	BAC508A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course introduces the basic concepts of Business Mathematics including Algebra and Matrices. The course also deals with statistical analyses of management problems for effective decision making. The students are taught statistical techniques and data analysis under non-deterministic conditions to solve business problems. Various types of probability distributions are explored and discussed in the context of decision making under uncertainty. Students are taught to formulate and test hypotheses for various business situations. Further, students are trained on Descriptive, Predictive and Prescriptive Analytics for improved Managerial Decision Making.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Develop linear algebraic models for solution of business problems
CO-2. Examine data to summarize the descriptive statistics and underlying probability distributions
CO-3. Interpret hypothesis for effective decision making
CO-4. Formulate and apply appropriate analytical models to business problems

5. **Course Contents**

Unit 1 Introductory Algebra: Variables, Functions of One and More Than One Variable, Linear Equations: One Variable, The Cartesian Plane, Straight Lines, Evaluating Solutions: Two Equations, Linear Inequalities: One Variable, Linear Inequalities: Two Variables, Polynomials and Quadratic Functions, Evaluating Solutions for set of Equations using Matrix functions

Unit 2 Matrices: Introduction, Matrix, Order of a Matrix, Types of Matrices, Equality of Matrices, Operations on Matrices, Addition of Matrices, Multiplication of a Matrix by a Scalar, Properties of Matrix Addition, Properties of Scalar Multiplication of a Matrix, Multiplication of Matrices, Properties of Multiplication of Matrices, Transpose of a Matrix, Properties of Transpose of Matrices, Symmetric and Skew Symmetric Matrices, Elementary Operation (Transformation) of a Matrix, Invertible Matrices, Adjoint and Inverse of a Matrix

Unit 3 Introduction to Descriptive Statistics and Analytics: Portraying Different methods of Data Display - Bar Graphs, Histograms, and Pie Charts. Measures of Central Tendencies (Mean, Median and Mode) and Dispersions (Range, Interquartile range, Interquartile range, Variance and standard Deviation), An Introduction to Measures of Shape (Skewness, Kurtosis and Symmetric), Introduction to Probability Distributions, Binomial, Poisson and Normal Distributions, Application to Business Problems, Visual Representation of Descriptive Statistics with Statistical Software

Unit 4 Tests of Association: Correlation and Regression, Tests of Inference and Hypothesis Testing - Chi Square, t-Test, ANOVA and Z–Test, Sampling, Probability Distribution and Decision Theory: Understanding the Relevance of Sampling in Statistical Analysis and select appropriate Sampling Technique, Calculating Sample Size based on the Expected Confidence Interval, Performing Statistical Calculations with Statistical Software

Unit 5 Regression: Introduction to the Concept of Regression, Linear and Non-Linear Regression, Single and Multiple Regression, Meaning/interpretation of Regression Coefficients, Interpretation of R-squared, Logistic Regression, Regression as a Predictor for future, Run Various developed models with Statistical Software

6. **Course Map (CO-PO Map)**

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2				3	1
CO-3	2			3	
CO-4	1			3	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. **Course Teaching and Learning Methods**

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	

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3. Demonstration on a Computer	10	
Numeracy		30
1. Solving Numerical Problems	30	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
Subcomponent ▶	**Component 1: CE (50% Weightage**		**Component 2: SEE (50% Weightage)**
Subcomponent Type ▶	**SC1: Mid Term**	**SC -2: Assignment, Presentation and Class Participation**	**100 Marks**
Maximum Marks ▶	**25**	**25**	
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4		X	X
The details of SC1, SC are presented in the Programme Specifications Document.			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10.Course Resources

a. Essential Reading

1. Course notes
2. Ernest F. Haeussler; Richard S. Paul; Richard J. Wood (2021), *Introductory Mathematical Analysis*, 14th Edition, Pearson Education
3. Amir, D. Aczel and Jayavel Sounderpandian (2018) *Complete Business Statistics*, 7th Edition, Tata McGraw-Hill

b. Recommended Reading

1. Camm, Jeffrey D, Cochran, James J, Anderson David R and Williams, Thomas A (2017), *Essentials of Business Analytics*, 2nd Edition, Cengage publications, ISBN-10: 1305627733, ISBN-13: 9781305627734.

c. Magazines and Journals

1. Harvard Magazine – Trends in Business decision making, 6 times per year
2. Sloan Management Review – MIT, Quarterly
3. Analytics India Magazine
4. Journal of Computational and Applied Mathematics, Elsevier
5. Sankhya: The Indian Journal of Statistics, Indian Statistical Institute
6. International Journal of Data Science and Analytics, Springer

d. Websites

1. Harvard Magazine (2022) N.A, *Harvard Magazine*, Retrieved on 3rd July 2022 from https://harvardmagazine.com/tags/quantitative-methods
2. Sloan Management Review (2022) N.A , *MIT Sloan Magazine*, Retrieved on 3rd July 2022 from https://sloanreview.mit.edu/
3. Analytics India Magazine (2022) N.A, *Analytics Magazine,* Retrieved on 3rd July 2022 from https://analyticsindiamag.com/

e. Other Electronic Resources

- Statistical software by SAS (JMP) and IBM (SPSS)

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Course Specifications: Management Information Systems

Course Title	Management Information Systems
Course Code	BAC509A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This aim of this course is to equip the students with the skills required to conceptualize and design Management Information Systems (MIS). Students are taught to analyse and design MIS in a business environment. In addition, students are taught information search and retrieval skills, essentials of data management, data privacy, data protection and Enterprise Resource Planning (ERP) software for effective decision making. They are also introduced to applications of MIS in all functional areas in an organisation. Emphasis is given to identify, evaluate and apply solutions to critical business issues along with associated techniques for designing information systems. In addition, students are trained to create tables, forms, reports and execute queries using Structured Query Language (SQL) in database application.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Illustrate the features and benefits of Information Technology and ERP to improve managerial decision-making

CO-2. Assess data governance, data privacy and data protection in compliance with corporate policies and regulatory bodies

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CO-3. Analyse and design Information Systems for an organisation using appropriate tools and techniques

CO-4. Create tables, forms and reports and maintain a database in the database application

5. Course Contents

Unit 1 Organisations, Management and the Networked Enterprise: Managing the Digital Firm, Information Systems in the Enterprise, Data vs. Information, Strategic Role of Information in Management, Business Systems, Information Architecture and Information Technology Infrastructure, Essentials and Types of Business Information Systems, Electronic Business, Electronic Commerce and E-Governance.

Unit 2 Information Technology Infrastructure: IT Infrastructure and Platforms, Managing Data Resources, Networking Concepts, Telecommunications Networks and the Internet.

Unit 3 Organisation and Management Support Systems for the Digital Firm: Enterprise Applications and Business Process Integration, Enterprise Applications, ERP Concepts, ERP Packages, ERP Implementation, Managing Knowledge in the Digital Firm, Decision Making for the Digital Firm.

Unit 4 Data Governance, Data Privacy and Data Protection: Ethical and Social issues in the Digital Firm, Goals of Information Security, Risks to Information Systems, Security Measures, Authentication and Encryption, Digital Signatures and Digital Certificates, Ethical, Social, and Political Issues in Data Management, Privacy & Personal Data Protection Policy, Security and Control.

Unit 5 Building and Managing Information Systems: Redesigning the Organisation with Information Systems, System Development Life Cycle, Stages of the SDLC, Types of SDLC, Methodology for the Design and Analysis of Information Systems, Information systems Development, Tools and Techniques for Analysis and Design of Information System, Role of Systems and Business Analysts, Business Intelligence, Cloud Computing and Big Data, The Internet of Things (IoT), AI, Mobile Computing, Block Chain Technology, Business Value of Systems, Introduction to 5G, Introduction to Dashboards

Unit 6 Database Management System and ERP: Types of Data, Data Collecting Methods, Concept and Characteristics of Database and Database Management System, Database Lifecycle (DBLC), Data Warehouse and Data Mining, Data and Relational Models, Role of Database Administrators, Role of Database Designers, DBMS Architecture, Data Models, Categories of Data Models, Schemas, Instance, DBMS Language and Interface, Classifications of Database Management Systems, Introduction to Relational Model, Data Normalization Concepts, Structure of Relational Databases, Microsoft Access Database System, Understanding Access Objects: Objects, Tables, Queries, Forms, Reports, Modules, Creation of Tables, Designing Tables, Data Types and Indexes, Creation of Forms, Auto Forms, Main Form and Sub Form, Reports, Creation of Queries and Sorting the Records in a Database, Introduction to SQL, SQL Data Definition and Data Types, Specifying Constraints in SQL, Schema Change Statements, Basic Queries, INSERT, DELETE and UPDATE Statements in SQL, Functional and Business Modules in an ERP Package.

Course Map (CO-PO Map)

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	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2		2	2		
CO-3			2	3	1
CO-4			3	1	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		10
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		30
1. Course Laboratory	00	
2. Computer Laboratory	30	
Others		05
1. Case Study Presentation	02	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	01	
6. Discussing Possible Innovations	01	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			

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CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Laboratory, Examination and Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment, Laboratory Exercises
7.	Group Work	Classroom Lectures, Case study Discussion
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination, Laboratory Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment, Laboratory Report
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

1. Class Notes
2. Laudon, Kenneth C. and Laudon, Jane P. (2018) *Management Information Systems – Managing the Digital Firm*, 15th edition, Prentice-Hall: India
3. Magal Simha R. (2011) *Integrated Business Processes with ERP Systems*, 1st edition, Wiley: US
4. Avi Silberschatz, Henry F. Korth and S. Sudarshan (2019) *Database System Concepts*, 7th edition, McGraw-Hill: India

2. Recommended Reading

a. O'Brien, James, A., Marakas, George M. and Ramesh Behl (2019) *Management Information Systems,* 11th edition, McGraw Hill: India

b. Jawadekar, Waman S. (2020) *Management Information Systems*, India, 6th edition, Tata McGraw-Hill: India

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3. **Magazines and Journals**
    a. Information Technology Management, Maximilian Press
    b. Silicon India, siliconindia Inc., Monthly
    c. Data Quest, Cyber Media India Ltd, Fortnightly
    d. Journal of Database Management, IGI Publishing
    e. MIS Quarterly, Management Information Systems Research Center (United States)
    f. International Journal of Information Management, Elsevier

4. **Websites**
    a. Practical Web-Based ERP Software (2019) *webERP*, Retrieved on 07 July 2022 from http://www.weberp.org/
    b. Write better code (2022) *Start with a pull request*, Retrieved on 07 July 2022 from https://github.com/features/code-review
    c. TC Sessions(2022): Robotics 2022 Retrieved on 07 July 2022 from https://techcrunch.com/events/tc-sessions-robotics-2022/

5. **Other Electronic Resources**
    a. Software: Database, MS Excel

Course Specifications: Business Law and Corporate Governance

Course Title	Business Law and Corporate Governance
Course Code	BAC510A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Business Laws in India. Students are introduced to the rights and obligations of persons arising out of commercial transactions. The students are taught provisions of key business legislations governing business activities that facilitate them to take decisions conforming to the law of the land. Also this course emphasizes on protection of Consumers' rights. Students are familiarized with basics of corporate governance.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1 Identify fundamental legal principles in contractual agreements of business and its role in an economic, political and social context.

CO-2 Examine legal concepts and principles of the law relating to the obligations that can arise

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between parties in a business relationship

CO-3 Recommend legal and fiscal structure governing the different forms of business organizations.

CO-4 Develop an ability to structure, formulate, communicate and defend arguments effectively and able to present coherent, concise legal argument to solve legal-related issues that arise in the course of carrying out business.

5. Course Contents

Unit 1 Introduction, nature, scope, objectives, Justice delivery system in India

Indian Contract Act, 1872- Essentials of Valid Contract types of Contracts, breach of contract and remedies for breach of contract, Performance of Contract, termination and discharge of contract, Special Contracts

The Sale of Goods Act, 1930- Contract Of Sale, Difference Between Sale And Agreement To Sell - Conditions And Warranties - Transfer Of Ownership In Goods Including Sale By Non-Owners - Performance Of Contract Of Sale - Unpaid Seller - Meaning And Rights Of An Unpaid Seller Against The Goods And The Buyer, Auction Sale.

Unit 2 Business Acts: Competition Act, 2002- Definitions, Competition Commission of India – its establishment and composition, Duties, Powers and functions of Commission, Penalties, Competition Advocacy, Prohibition of certain agreements, Abuse of Dominant position, and regulation of combinations

Consumer Protection Act, 1986: definition of consumer, goods and defect, consumer rights, services and deficiency, consumer forums, procedure to approach consumer forums,

Information Technology Act, 2000- Objectives, Scope, Major concepts, Role of government, Electronic records, Digital signature, Certifying authorities, Offences and penalties.

Unit 3 The Limited Liability Partnership Act, 2008 - Salient Features of LLP - Difference between LLP and Partnership, LLP and Company - LLP Agreement - Nature of LLP - Partners and Designated Partners - Incorporation Document - Incorporation by registration

Incorporation of Companies –Meaning – Promoters – their functions – Duties of Promoters – Key provisions of Companies act 1956 and 2013, Incorporation – Meaning – certification of Incorporation – Memorandum of Association – Meaning – Purpose – Alteration of Memorandum – Doctrine of Ultravires – Articles of Association - Meaning – Contents – Alteration of Article – Relationship between Articles and Memorandum, Directors, types of companies, management of companies: directors and meetings; winding up of companies

Unit 4 The Negotiable Instruments Act, 1881 - Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder-in-due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument, Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonor and discharge of negotiable instruments.

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Unit 5 Corporate Governance – Corporate Governance – Evolution, practices and regulations, Triple Bottom Line , Models of Corporate Governance

Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2	2				3
CO-3	3		3	2	
CO-4		3			2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop	00	
Others		25
1. Case Study Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table

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Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1		X	
CO-2		X	
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.
Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

1. Class Notes
2. Kuchhal M.C. and Kuchhal V., (2018), Business Law, New Delhi, Vikas Publishing
3. Kevin Keasey, Steve Thompson and Mike Wright, (2005) Corporate Governance Accountability, Enterprise and International Comparisons, John Wiley and Sons Ltd.
4. N.D.Kapoor, (2014) "Company Law" Sultan Chand & Sons, New Delhi

2. Recommended Reading

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a. Aggarwal S K, (2017), Business Laws, New Delhi, Galgotia Publishers Company

b. Maheshwari S N and Maheshwari S K, (2014), Principles of Business Law, New Delhi, Himalaya Publishing House

c. Ravinder Kumar, (2016), Legal Aspects of Business, New Delhi, Cengage Learning

3. Magazines and Journals

a. Business India
b. Business Today
c. Business World: ABP Group, Fortnightly business magazine
d. Prabandhan: Indian Journal of Management: Informatics Publishing Limited, Monthly issue
e. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited, Quarterly issue
f. Business Strategy: PwC Strategy& Inc., Quarterly issue

4. Websites

a. http://doj.gov.in/
b. www.LiveLaw.in

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Faculty of Management & Commerce

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Course Specifications: Corporate Finance

Course Title	Corporate Finance
Course Code	BAC511A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with formulation and implementation of financial decisions in a company. Analytical ability of students is honed through concepts to increase firm shareholder value. Students are taught concepts of cash management, inventory management, capital budgeting and cost of capital. In addition, value-based management and dividend decision will be discussed. Students are taught to evaluate tradeoff between risk and return. Further, students are taught tools and techniques to measure asset volatility and performance in the context of a corporation.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the essential principles of Financial Management
CO-2. Analyze and solve problems on cost of capital, capital budgeting, working capital
CO-3. Evaluate financial decisions with the objective of value maximization
CO-4. Develop financial techniques for solving problems related to Capital Structure

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5. Course Contents

Unit 1 Indian Financial system and Financial Markets: Salient features of Indian Financial System, Resource Mobilization, Channelization of Funds, Equity, Debt and Currency Markets, Markets for Short Term Financing requirements, Financial Sector Reforms and Financial Markets, Contemporary Issues

Unit 2 Introduction to Financial management: The role of Financial Management, Introduction, The goal of a firm, Corporate Governance, Organisation of Financial Management Function, The Business Environment, The Tax Environment, The Financial Environment.

Unit 3 Valuation: The Time Value of Money, The Valuation of Long-term securities; Bond Valuation, Preferred Stock Valuation, Common Stock Valuation, Risk and Return; Defining Risk and Return, Risk and Return in Portfolio Context, The Capital –Asset Pricing Model (CAPM), Efficient Financial Market. Flow of Funds Statements, Cash Flow forecasting, Cash flow estimates.

Unit 4 Working capital Management: Overview of Working Capital Management, Cash and Marketable, Securities Management, Accounting Receivables, and Inventory Management, Short – Term Financing.

Unit 5 Investment in Capital Assets: Capital Budgeting and Estimating Cash flows, Capital BudgetingTechniques

Unit 6 The Cost of Capital, Capital Structure, and Dividend Policy: Required Returns and the Cost of Capital,Operating and Financial Leverage, Capital Structure Determination, Dividend Policy

Unit 7 Intermediate and Long-Term Financing: The Capital Market, Long-Term Debt, Preferred Stock, andCommon Stock, Term Loans and Leases

Course Map (CO-PO Map)

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2		2	2
	CO-2	1	3		3	
	CO-3	2	3	1		2
	CO-4				3	1

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	

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3. Demonstration on a Computer	00	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		05
1. Course Laboratory	05	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		25
1. Case Study Presentation	05	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Financial Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent u	**SC1**	**SC2**	
Subcomponent Type u	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks u	**25**	**25**	
CO-1	Đ	Đ	Đ
CO-2	Đ	Đ	Đ
CO-3	Đ	Đ	Đ
CO-4	Đ	Đ	Đ
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

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8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. **Essential Reading**
   a. Class Notes
   b. Van Horne, James C and Wachowicz, John M (2015) Fundamentals of Financial Management, 13th edition, Pearson Education India
2. **Recommended Reading**
   a. Brealey, R. and Myers, S. (2014) Principles of corporate Finance. 7th edition, McGraw Hill.
   b. Gitman, L. and Zutter, C. (2012) Principles of Managerial Finance. 13th Edition, Prentice Hall.
   c. Keown, A., Martin, J. and Petty, W. (2017) Foundations of Finance. 9th Edition, PearsonEducation Limited.
3. **Magazines and Journals**
   a. The Economist
   b. CFO magazine
   c. E-Journal of Management Accounting Research, American Accounting Association
   d. Chartered Secretary, CSA publications
   e. Finance India, Review Publishing Company Ltd
   f. Forbes India – Reliance Industries, Monthly
   g. Business India - Fortnightly
   h. Business Today – Bi-weekly
4. **Websites**

a. https://exinfm.com/training/video_finance_lessons.htm, Retrieved on 8th July 2022

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from https://exinfm.com

b. http://www.quickmba.com/finance/, Retrieved on 8th July 2022 from www.quickmba.com
c. https://www.economist.com/the-world-this-week, Retrieved on 8th July 2022 from www. economist.com
d. https://www.ft.com/markets, Retrieved on 8th July 2022 from www. ft.com

5. Other Electronic Resources

a. Software: MS Excel

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Course Specifications: Innovation and Entrepreneurship

Course Title	Innovation and Entrepreneurship
Course Code	BAC512A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of course is to impart comprehensive knowledge of an innovative and entrepreneurial ecosystem. The students are encouraged to develop entrepreneurial spirit by imparting skills to start-up, grow and sustain an enterprise. This course emphasizes on igniting the innovation thought process, thereby leading to new business ventures. Students will be trained to prepare and pitch a business plan to investors using lean canvas model.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programmee Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify the concepts and process of entrepreneurship
CO-2. Analyse laws and regulations pertaining to innovative ideas for the creation and management of Business venture
CO-3. Evaluate the financial ecosystem for start-ups
CO-4. Develop a viable business plan for the investors' appraisal

5. Course Contents

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Unit 1 (Entrepreneur & Entrepreneurship): Meaning of Entrepreneur, Evolution of the concept, Functions of an Entrepreneur, Entrepreneurial process, Types of Entrepreneurships - Social entrepreneurship, Rural entrepreneurship, Key Elements in an Entrepreneur's Background, Key Entrepreneurial Feelings and Motivations - Role Models and Support Systems - MSME Policies. Make-In India, Start-Up India, Stand-Up India,

Unit 2 Laws and Regulations: Intellectual Property Rights of a New Venture, Process for Filing Patent, Trademark, Copyrights, Protection of Venture's Trade Secrets Through Licensing, Geographical Indicators, Design Act, internal Auditing Processes - Contracts, Insurance, and Product Safety and Liability

Unit 3 Innovation and Creativity: Types of Innovations. Identify Various Sources of Ideas for New Ventures - Methods Available for Generating New Venture Ideas - Creativity, Design Thinking and the Techniques for Creative Problem Solving. Aspects of the Product Planning and Development Process.

Unit 4 Creating and Managing New Venture: Creating Opportunities, Resources, Role of New Ventures and Small Businesses in the Economy, Types of Entry Strategies, Feasibility Analysis and Launching a New Venture. Generic Strategies, Strategies for Expansion, Joint Ventures, Acquisitions, Mergers, Franchising,

Unit 5 Raising Capital and financial ecosystem for the Start-up Ventures: Financial Need, New Venture Financials and Business Valuation, Sources of Funds for Enterprises, Financial Aspect of Business Plan - Preparation for Generating Funds. Bootstrapping, Banks, Angel finance, Venture Capitalist, Private Equity, Crowd Funding, Online platforms and Informal Risk Capital.

Unit 6 The Business plan: Business Plan, Scope and Value of the Business Plan to Investors, Lenders, Employees, Suppliers, and Customers, Critical Section of the Business Plan, Step-By-Step Explanation of the Business Plan, Monitor the Business Plan, Monitor the Business Plan, Marketing Plan, Organizational Plan, Financial Plan. Preparation of lean canvas Model, Project Report Preparation, Preparation and Pitching Business plan to investors.

Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	2	2	2	2	2
CO-2	2	2	2	2	3
CO-3	3	3	2	2	3
CO-4	3	3	3	3	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00

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1. Solving Numerical Problems	00	
Practical Work		05
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Entrepreneurial Workshops	05	
Others		20
1. Case Study Presentation	04	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	04	
6. Discussing Possible Innovations	04	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Class room lectures, Brainstorming Sessions

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2.	Understanding	Class room lectures
3.	Critical Skills	Assignment, Brainstorming Sessions
4.	Analytical Skills	Class room, assignment, examination
5.	Problem Solving Skills	Assignment, examination
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Case study and group discussions
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Assignment and Group Discussion
15.	Leadership Skills	Group discussions and Case study

9. Course Resources

1. Essential Reading

1. Course Notes
2. Hisrich, R., Peters, M. and Shepherd, D., 2020. *Entrepreneurship*. 11th ed. McGraw Hill.
3. Innovation textbooks and Venture Capital reference material

2. Recommended Reading

a. Charantimath, P., 2018. *Entrepreneurship development and small business enterprises*. 3rd ed. Belgaum, India: Pearson Education.
b. Roy, R., 2020. *Entrepreneurship*. 3rd ed. Noida: Oxford University Press.
c. Innovation textbooks and venture capital

3. Magazines and Journals

a. Business World: ABP Group - Fortnightly business magazine
b. Business Today
c. Business World
d. Journal of Small Business Management , Blackwell publishing- yearly
e. Business Strategy: PwC Strategy & Inc. - Quarterly issue
f. International Journal of Entrepreneurship – Sage Publications
g. The International Journal of Entrepreneurship and Innovation - Sage Publications
h. International Journal of Entrepreneurship and Small Business - Inderscience Enterprises Ltd.

4. Websites

a. India, S., 2022. *Homepage*. [online] Start-up India. Available at: <https://www.startupindia.gov.in/> [Accessed 10 July 2022].
b. Allsharktank, Products., 2022. *Homepage*. [online] All Shark Tank Products. Available at: <https://www.allsharktankproducts.com/> [Accessed 10 July 2022].
c. India, M., 2022. *Make In India*. [online] Makeinindia.com. Available at: <https://www.makeinindia.com/> [Accessed 10 July 2022].
d. Funds seeking and crowd sourcing websites

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Course Specifications: Industry Internship

Course Title	Industry Internship
Course Code	BAI513A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of the course is to make a student experience an industry or business environment. The students are provided opportunity to explore career interests, acquire and apply knowledge and skills learned in the classrooms at work place setting. Students are provided opportunities for building competencies for a specific profession or occupation. Students are given opportunity to work as interns and complete assigned company work. In addition, the student should develop a report and make a presentation on his/her experience at the industry/business.

2. Course Size and Credits:

Number of Credits	08
Credit Structure (Lecture: Tutorial: Practical)	0:0:16
Total Hours of Interaction	250
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1 Apply organization structure theory to the company or organisation
CO-2 Analyse and evaluate classroom concepts in a work environment.
CO-3 Develop professional working knowledge for a specific profession or occupation
CO-4 Develop relevant skills for Leadership Impact

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5. Course Contents

Industry Internship in the relevant organization

Internships are educational and career development opportunities, providing practical experience in a field or discipline. They are structured, short-term, supervised placements often focused around particular tasks or projects with defined timescales. An internship may be compensated, non-compensated or some time may be paid. The internship has to be meaningful and mutually beneficial to the intern and the organization. It is important that the objectives and the activities of the internship program are clearly defined and understood.

In general, following are the intended objectives of internship training:
- Will expose technical students to the industrial environment, which cannot be simulated in the classroom and hence creating competent professionals for the industry.
- Provide possible opportunities to learn, understand and sharpen the real time technical / managerial skills required at the job.
- Exposure to the current technological developments relevant to the subject area of training.
- Experience gained from the 'Industrial Internship' in classroom will be used in classroom discussions.
- Create conditions conducive to the quest for knowledge and its applicability on the job.

A student is advised to select an organization for internship pertaining to the field of chosen specialization. A student can focus his/her study in the field on specialization such as finance, marketing, etc. The internee is advised to select a section or unit of a large / reputed organization for work. An internee should do extensive work on work allotted by the industry supervisor and prepare recommendations for areas of improvement. The internship report at the end of the internship period must give all information with regard to the learning, observations and results accomplished during the internship period.

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcome	CO-1	3	2			2
	CO-2	2	3			3
	CO-3	2		2	3	
	CO-4		2	3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Industry Internship	Field Work	160
	Report Writing	40
	Presentation Preparations	40
	Evaluation of Report and Presentations	10
	Total	**250**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the

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Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: CE (50% Weightage)	Component 2: SEE (50% Weightage)
Subcomponent ▶	SC1	SEE
Subcomponent Type ▶	Presentation	Internship Report
Maximum Marks ▶	50	50
CO-1	×	×
CO-2	×	×
CO-3	×	×
CO-4	×	×

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Internship
2.	Understanding	Internship
3.	Critical Skills	Internship
4.	Analytical Skills	Internship
5.	Problem Solving Skills	Internship
6.	Practical Skills	Internship
7.	Group Work	Internship
8.	Self-Learning	Internship
9.	Written Communication Skills	Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Interaction with staff of the organization
13.	Information Management	Report
14.	Leadership Skills	Effective management of learning, time management, achieving the learning outcomes

10. Course Resources

1. **Essential Reading**
   a. Organization website and Literature provided by the organisation
   b. Discussions with stakeholders e.g. Faculty Supervisor, Company representatives

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Course Specifications: Recruitment, Compensation and Performance Management

Course Title	Recruitment, Compensation and Performance Management
Course Code	BAE551A
Course Type	Specialisation Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with recruitment process, compensation and performance management in an organization. The students are taught the concept of strategic staffing, steps and procedure of competency mapping and different methods of data collection for mapping. Students will be trained to analyse selection process, building highly integrated performance culture, rewards and ethics in performance management. The students are also taught the concepts, methods in compensation, reward management, bonus calculations as part of compensation and laws pertaining to wages, bonus, reward and compensation in an organization.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Applying Competency Mapping for Strategic Staffing
Co-2. Analyzing Recruitment and Selection Strategies
CO-3. Evaluating Compensation Components, Methods and Ethical Dimensions in
CO4.Performance Management
CO-5. Formulate Compensation Plans and Performance Outcome Plans for HRD

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5. Course Contents

Unit 1 (Competency mapping): Models, Developing Competency Process, Mapping Business Competency to People Competency, Methods of Data Collection for Mapping, Developing Competency Models from Raw Data, Employee Referrals, Recruitment Process Outsourcing, Head Hunting, Interviewing Preparations and Legal Considerations, Interview Components and Competency Based Questions

Unit 2 (Recruitment): Nature of Recruitment, Purpose, Importance, Challenges, Process and Sources of Recruitment, e- Recruitment, International e-Recruitment, Internship – Concept, Importance, Benefits and Process of Internship.

Unit 3 (Selection): Documenting the Interview, Pre-Employment Testing for Selection of Employees, Computer Based Testing, Use of Psychometric Test, Selection Process, Interviewing Skills, Background and Reference Checks, Selection Process, Selection as a Source Of Competitive Advantage, Notifying Rejected Applicants, Evaluation of Selection Process and Errors in Selection. Employer Branding – Concept, Benefits and Strategies.

Unit 3 (Compensation): Job Evaluation Approach, Compensation Dimensions, Challenges, Concept of Reward and Total Reward System, New Trends in Compensation Management, Economic Theory of Wages, Institutional Mechanism for Wage Determination, Wage Bonds, Industry's Compensation Policy, Economic and Behavioral Theories Pertaining to Wages

Unit 4 (Performance Management, Performance Models and Metrics): Concept, Managing Performance and Strategic Planning, Performance Management Framework, Integrated Performance Framework, Performance Management Cycle, Issues and Impact on the Performance, Performance Measures and Assessments, Balance Scorecard, European Foundation for Quality Management (EFQM) Model, Economic Value Added (EVA), Building a High-Performance Culture, Performance Management Role and Employee Development, Performance Management Reviews and Evaluations and Rewards, Ethics in Performance Management

Unit 5 (Bonuses): Concept and Methods of Calculation – Pay for Performance, Competency-Based Pay, Equity Based Rewards, Team Rewards – Rewards Strategy and Psychological Contract, Incentive Schemes, Managerial Remuneration, Tax Planning, Calculations of Compensation and Benefits, Benefits and Services

Unit 6 (Laws Relating to Compensation): Executive Compensation, Benefits Administration, Employee Welfare and Working Conditions – Statutory and Voluntary Measures

6. Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3	2	1	2	2
CO-2	3	2	1	2	2
CO-3	3	2	1	2	2
CO-4	3	3	2	2	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

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7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		03
1. Solving Numerical Problems	03	
Practical Work		05
1. Course Laboratory	03	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	02	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		22
1. Case Study Presentation	05	
2. Guest Lecture	03	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	05	
6. Role Plays	03	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Human Resource Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			

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The details of SC1 and SC2 are presented in the Programme Specifications Document

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Assignments
4.	Analytical Skills	Solving Numerical, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion
7.	Group Work	Assignments, case study
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, Examinations
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	Role play
15.	Leadership Skills	Role play

10. Course Resources

1. Essential Reading

1. Course Notes
2. Arthur, D., 2020. *Recruiting, Interviewing, Selecting, And Orienting New Employees [Sixth Edition]*. 6th ed. Nashville, USA: HarperCollins Leadership.
3. Shermon, G., 2011. *Competency based HRM*. 3rd ed. New Delhi: Tata McGraw-Hill Pub. Co.
4. Singh, B D., 2012. *Compensation and Reward Management*. Excel books, 2nd ed. New Delhi,
5. Verweire, K. and Berghe, L., 2005. *Integrated performance management: a guide to strategy implementation*. London: Sage.

2. Recommended Reading

1. Imelauer, G., 2016. *Recruitment Process Outsourcing*. Wiesbaden: Gabler.
2. Gomez-Mejia, L., Berrone, P. and Franco-Santos, M., 2011. *Compensation and organizational performance*. 3rd ed. New Delhi: Laxmi Publications.

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3. Armstrong, M., 2009. *Armstrong's handbook of performance management*. 4th ed. London: Kogan Page ltd,.

3. Magazines and Journals

1. HR Magazine
2. HRM Review: Human Resources Management Review
3. The International Journal of Human Resource Management, Routledge
4. Human Resource Management International Digest, ABI/INFORM Global
5. International Journal of Productivity and Performance Management, Emerald Insight

4. Websites

1. Process, R., 2022. *Recruitment Process*. [online] Recruiter. Available at: <https://www.recruiter.com/recruitment-process.html> [Accessed 10 July 2022].
2. Management, P., 2022. *Performance Management*. [online] U.S. Office of Personnel Management. Available at: <https://www.opm.gov/services-for-agencies/performance-management> [Accessed 10 July 2022].
3. Management, C., 2022. *Compensation Management*. [online] Compensation Management softwares. Available at: <https://www.trustradius.com/compensation-management> [Accessed 10 July 2022].
4. Laws, C., 2022. *Compensation*. [online] WageIndicator subsite collection. Available at: <https://paycheck.in/labour-law-india/compensation> [Accessed 10 July 2022].

5. Other Electronic Resources

d. Software: ERP – HR Module

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Course Specifications: International Human Resource Management

Course Title	International Human Resource Management
Course Code	BAE552A
Course Type	Specialisation Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of human resources management in an international environment.
The students are taught strategic role of Human Resource (HR) in recruitment, expatriate training, performance management and compensation in global scenario. This course emphasizes on cross cultural training, joint ventures, challenges as well as organisational strategies in an international scenario and importance of international HR management skills to manage Human capital for a trans-national organisation. Also, this course discusses the laws pertaining to international labour relations and the practices of HRM in different countries.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Applying the Essentials of International HR Management
CO-2. Analyzing Cross-Cultural Management Dynamics
CO-3. Evaluating Strategies for International Staffing, Performance Management, and Compensation for Expatriates
CO-4. Creating Comprehensive Approaches to International HR Skills in Labour Relations

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5. Course Contents

Unit 1 Introduction to International Human Resource Management (IHRM): Fundamentals of IHRM, Definition, Scope, Reasons for Globalisation, IHRM and Domestic HRM, Human Resources in a Comparative Perspective, Models of IHRM - Matching Model, Harvard Model, Contextual Model, 5P Model European Model, SHRM in Multinational Companies, Organisational Processes in IHRM, Organisational Dynamics and IHRM, Challenges of IHRM, Adding Value to the Global Business Environment Knowledge of Business.

Unit 2 Cross-Cultural Management and International Growth: Socio cultural context, Culture and Employee Management Issues, Cultural and Non-cultural Influence of HRM, The Challenges of Managing Multicultural/Cross-cultural Workgroups, Cross Border Alliance, Mergers and Acquisitions, and International Teams, Virtual and Multi-cultural Teams, Cross Cultural Communications and Negotiation – Decision Making with in Diverse Cultures, Linking HR to International Expansion Strategies, Exploiting Global Integration, Mastering Expatriation, Traditional Expatriate Model, Limits of Global Integration, Diversity and Responding to Diversity, Challenges of Localization, Role of an Expatriate and Inpatriates, Female Expatriates, Expatriation Process.

Unit 3 International Staffing and Recruitment for Transnational Orgaisations: Staffing in International Context, International Training, Training and Development-Expatriate Training, Training and Development of International Staff, Types of Expatriate Training, Repatriate Training, Dual Career Couples, Developing International Staff and Multinational Teams.

Unit 4 International Compensation and Performance Management: International Compensation-Approaches, composition, social security systems across Countries, Appraisal of Expatriate - Third and Host Country Employees, Issues in International Performance Management, Emerging Issues.

Unit 5 Repatriation and International Labour Relations: Expatriate Re-entry, Changed by Expatriation, Process and Stages of Repatriation, Re-entry and Career Issues. International Labour Relations and HRM International Joint Ventures - Key Issues, Response of Labour Unions to MNC's Social Dumping, Analysing HRM Practices in Different Countries, International HRM Strategies, Differentiation or Integration.

6. Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	2	2	1	2	2
CO-2	3	2	1	2	2
CO-3	3	2	1	2	2
CO-4	3	2	1	2	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		04

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1. Demonstration using Videos	04	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		03
1. Solving Numerical Problems	03	
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	03	03
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		
1. Case Study Presentation	05	
2. Guest Lecture	03	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	03	
6. Role Play	03	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**55**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Human Resource Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

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Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Class room lectures, Assignment
2.	Understanding	Classroom lectures, Assignment
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numerical, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion
7.	Group Work	Assignments, case study
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, Examinations
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	Role play
15.	Leadership Skills	Role play

10. Course Resources

1. Essential Reading

1. Course Notes
2. Dowling, P., Festing, M. and Engle, A., 2017. *International human resource management*. 7th ed. Andover: Cengage Learning.

2. Recommended Reading

1. Dowling, P. and Welch, D., 2006. *International human resource management*. 3rd ed. Mason, Ohio: Thomson/South-Western.
2. Aswathappa, K. and Dash, S., 2017. *International human resource management*. 2nd ed. New Delhi: Tata McGraw-Hill.

3. Magazines and Journals

1. HR Magazine - Mark Allen Group
1. HRM Review: Human Resources Management Review – Science Direct
2. The International Journal of Human Resource Management, Routledge
3. Human Resource Management International Digest, ABI/INFORM Global

4. Websites

1. *IHRIM Membership Benefits for Individuals, Organizations and Vendors*. [online] Available at: <https://www.ihrim.org/membership/> [Accessed 10 July 2022].
2. *International Association for Human Resources Information Management*. [online] Available at: <https://www.ihrim.org/> [Accessed 10 July 2022].

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3. *The Only Global Association of HR Professionals Focused on Technology*. [online] Available at: <https://www.ihrim.org/about/> [Accessed 10 July 2022].
4. *Webinars - International Association for Human Resources Information* [online] Available at: <https://www.ihrim.org/education/webinars/> [Accessed 10 July 2022].

5. Other Electronic Resources

d. Software: ERP – HR Module

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Course Specifications: Business Leadership and Employee Relations

Course Title	**Business Leadership and Employee Relations**
Course Code	BAE553A
Course Type	Specialisation Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students to key concepts of teams, leadership and helps to develop team skills by actively participating in a team for the entire semester in the context of collaborative and experiential learning about self and team dynamics. Students will acquire an understanding of frameworks and their relationship to the Psychological Contract, leadership, team roles and group development as well as the theories of the same. In addition they will gain experience with practical techniques for improving effectiveness in high performing teams. This course also deals with essentials of industrial relations and labour laws in India. The students are taught the scope of grievance redressal procedure and discipline management

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1 Applying the contemporary theories of leadership to manage team dynamics
CO-2 Analysing problems and issues to effectively manage industrial relations.
CO-3 Evaluating strategies to resolve industrial disputes and employee grievances
CO-4 Formulating a framework for compliance of labour laws and regulations for the Industries

5. Course Contents

Unit 1 : Leadership theories –Trait theories, Behavioral theories, contingency theory ,contemporary theories on leadership, Organizational Leadership, Strategic leadership, Leadership and power for Creating high performance culture. Leadership Development –Emotional Intelligence-Personal and Social competencies, leadership development through self- awareness and self-discipline, Development through education and training, mentoring, Evaluation of development efforts.

Unit 2 : Team composition, formation, and types of team-problem solving teams , Types of teams, Ethical values in teams, Creating effective teams, Interpersonal orientation through FIRO-B, Experiential learning methodologies-T- group sensitivity training, encounter groups, appreciative enquiry, Discovering facets of interpersonal trust through Johari Model window, communication skills, Negotiation skills and strategies for team building, , team morale, conflict resolution in teams.

Unit 3 : Industrial Relation (IR) : Inroduction, stakeholders of industrial relations, government interventions, objectives, scope, development of IR in India, Approaches to Industrial relations, Code of discipline, cases on code of descipline. Trade Unionism: Definition and concept of Trade Unions, Characteristics, objectives, Approaches, Theories of trade unionism, Evolution of Trade Unions in India, Types of Trade Unions, Challenges faced by trade unions, Trade Union Act, Future trends of trade union movements

Unit 4: Industrial Disputes: introduction, causes, Forms of industrial disputes, Preventive and settlement machinery of industrial disputes in India, dispute settlement measures, Industrial Dispute Act 1947. Collective Bargaining: Objectives, concepts of collective bargaining, bargaining structures and issues, Pre-requisites for effective collective bargaining, Process of collective bargaining, methods of collective bargaining, Negitiation process, forms of bargianing structures, Collective bargaining in India

Unit 5: Grievance Management: Introduction, Approaches to grievance machinery, factors leading to grievance, forms and causes of grievance, effect of grivances, Grievance management in India, grievance redressal procedure, committes. Discipline Management: Introduction, aim and objectives of descipline, approaches to descipline management, Disciplinary procedures, Standing orders, Industrial Employement Act, 1946, Remedial counseling code of discipline

Unit 6 : Labour Laws: Introduction, nature, scope, importance, objectives, Growth of labour laws in India, role of International Labour Organisation, Impact of ILO on India, Law making process in India . Labour and social security Legislations: Contract Labour (Regulation and Abolition) Act 1970, Factory Act 1948, Plantation Labour Act 1951, Shops and Establishment Act, Payment of wage Act 1936, Minimum wages Act, Employee Compensation Act, Equal Remuneration Act-1976, Maternity Benefit Act 1961, ESI Act, Employee Provident Fund Act, Payment of Bonus Act 1965, Gratuity Act 1972, cases on legislations.

6. Course Map (CO-PO Map)

7. Course Teaching and Learning Methods

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1			2	2	
	CO-2			3	2	3
	CO-3	3		3		2
	CO-4		2	2		3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

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Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		07
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Role Plays	07	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		18
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Human Resource Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

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The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Case-study Presentations
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Group Discussions
15.	Leadership Skills	Group Discussions

10. Course Resources

1. Essential Reading

1. Robbins, S. Judge, P. Vohra, 2018., *Organisational Behaviour* ,18th ed, Pearson Publication ,India
2. Schein, Edgar H. 2016.,*Organizational Culture and Leadership (The Jossey-Bass Business & Management Series)* 5th ed,
3. Taxmann, 2022. *Taxmann's Labour Laws*, Taxmann Publications, New Delhi
4. Srivatsav. S C, 2019. *Industrial Relations and Labour Laws*, 7th ed. Vikas Publishing House, New Delhi
5. Paul D and Sthanohar. 2004. *Personnel Management and Industrial Relations*, 2nd ed. Prentice Hall of India

2. Recommended Reading

a. Pillai. C, Madhavan, 2007. *A text Book of Labour and Industrial Laws*, Allahabad Law Agency, Allahabad

b. Mishra. L 2006. *Case Laws on Indian Relations Issues and Implications*, Excel Books, New Delhi

c. Monappa, Arun, 2009. *Industrial Relations*, Tata McGraw Hill, New Delhi

d. Goswami V G, 2011. *Industrial and Business Laws*, Central Law Agency, Allahabad

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3. Magazines and Journals

a. Harvard Business Review on Leadership at the Top (2018), Harvard Business School Press
b. Harvard Business Review on Leadership in a changing world (2018), Harvard Business School Press
c. Indian Journal of International Law – Springer Publications
d. The Indian Society of International Law - The Indian Society of International Law
e. Journal of Legal Environment Online, Routledge
f. Indian Journal of Industrial Relations, HighBeam Research

4.Websites

- 2022. Visit Whitepapers Hbr.org. 2022. *Harvard Business Review - Ideas and Advice for Leaders*. [online] Available at: <https://hbr.org/> [Accessed 12 September 2022].
- 2022. [online] Available at: <https://www.industrialrelations.nsw.gov.au/> [Accessed 10 September 2022].
- 2022. [online] Available at: <https://labour.gov.in/> [Accessed 15 September 2022].
- Links.giveawayoftheday.com. 2022. *Visit Whitepapers.businessweek.com - Information Technology - Technical white papers - IT Webcasts / Information - Bi.....* [online] Available at: <https://links.giveawayoftheday.com/whitepapers.businessweek.com> [Accessed 17 September 2022].

5.Other Electronic Resources

NA

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Course Specifications: Strategic Human Resource Management and HR Analytics

Course Title	Strategic Human Resource Management and HR Analytics
Course Code	BAE554A
Course Type	Specialization Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course focuses on Human Resource Management strategies and Human Resource Information Systems. Students are taught to strategically manage the organization's human assets with the help of the Human Resource Information System (HRIS). Students are introduced to the relationship existing between the strategic role of a specific HR system and overall corporate strategy. Further, students are taught about change management and Organizational Development in the changing business environment. Students are also imparted with the knowledge of HR metrics, indicators and analytics for effective decision-making.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture:Tutorial:Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Applying the organizational change interventions and developmental strategies to manage the organization effectively
CO-2. Analyzing corporate strategies for managing human resource practices
CO-3. Evaluating the Human Resource Information System requirements for the effective utilization of manpower
CO-4. Proposing the appropriate HR metrics and analytical tools/techniques for decision-making in human capital management

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5. Course Contents

Unit 1 Changing Environment: Changing Environment of Organisations, Strategic Responses of Organisations to Changing Environment. Introduction to Business and Corporate Strategies, Alignment between Strategic Responses or Organisations and SHRM, Analyzing HR Practices Followed by Different Firms-SHRM, Organisational Performance, Measurement Challenge-Implementation of SHRM, Process-Based Approach, Human Resource Environment- Technology, Structure, Workforce Diversity, Demographic Changes, Temporary and Contract Labour.

Unit 2 Strategic Responses of Organizations and SHRM: Global Environment, Recruitment &Retention Strategies, Training and Development Strategies: Performance Management Strategies, Reward and Compensation Strategies, Retrenchment Strategies and Human Aspects of Strategy Implementation. Emerging Issues in Strategic HRM, Multi-Source Feedback and Competency Development HR Strategy in Workforce Diversity, HR Strategy for Corporations of Tomorrow.

Unit 3 Introduction to HR Metrics and HRIS: Introduction to HR Measurements and Metrics, Need for HR Analytics, Benefits, Role of Analytics on Compensation, Hiring, Turnover with Operational and Functional Analyses, Fundamentals of Human Resource Information System (HRIS), Internet Recruiting and Application Tracking, E-Learning and other forms of Technology-Based Training, Personnel Administration Data Systems, Applications of HRIS, Data Collection, IT Requirements to Meet HR Metrics.

Unit 4 HRIS Development Life Cycle: HRIS Development, Stages of the HRIS Life Cycle, Database and Illustrating Data Collection Methods, Database Management System, HR Responsibility in each Phase of HRIS Development, Pre-Implementation Stage of HRIS, HRIS Planning, HRIS Expectation, Productivity through HRIS, HRIS Cost-Benefit Value Analysis, Management Support for HRIS, Limitations of HRIS, Security and Privacy in HRIS.

Unit 5 Tools, Techniques, and Applications: Descriptive, Predictive and Prescriptive Analytics in HR, Data Representation using MS Excel, Staffing, Supply and Demand Forecasting, Total Compensation Analyses, Cost Justification – Return on Investment, Benchmarking.

Unit 6 Organisational Change (OC) and Organisational Development (OD): Introduction to Change Management, Nature of Change, Mapping Change Intervention Strategies, Organizational Development Model, OCTAPACE Model of Climate Survey, Managing OD Process, Power and Politics in OD, Issues in Client Consultant Relationship, Interdisciplinary Nature of OD, Strategic Redesign of Work Systems, Impact of Technology, Work from Home, Merger and Acquisitions.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	1	1	3	
	CO-2	1	2	1	3	1
	CO-3	1	2		2	1
	CO-4	3	1		2	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

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Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		02
1.Demonstration usingVideos	02	
2. Demonstration using PhysicalModels / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		05
1. Solving Numerical Problems	05	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Course Workshop	00	
Others		13
1. Case Study Presentation	03	
2. Guest Lecture	01	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	01	
5. Group Discussions	05	
6. Role Play	00	
Term Tests,Laboratory Examination/Written Examination,Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A (Human Resource Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term	Assignment, Presentations and Class Participation	100 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document.			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

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9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures, Assignments
2.	Understanding	Class room lectures, Assignments
3.	Critical Skills	Class room lectures, Case Study
4.	Analytical Skills	Group discussion, Brainstorming sessions
5.	Problem Solving Skills	Case discussions
6.	Practical Skills	Case discussions
7.	Group Work	case study and group discussions
8.	Self-Learning	Seminars
9.	Written Communication Skills	Examination
10.	Verbal Communication Skills	Group discussions
11.	Presentation Skills	Seminars, Case discussions
12.	Behavioral Skills	Group discussion, Case discussions
13.	Information Management	Group discussion, Case discussions
14.	Personal Management	Assignment
15.	Leadership Skills	Group discussions

10. Course Resources

1. Essential Reading (Add editions)

1. Course Notes
2. Mello, J. (2021) *Strategic Human Resource Management*, 4th edition, Mason, OH: Cengage
3. Paton, R.A. and McCalman, J. (2008) *Change Management: A Guide to Effective Implementation*, 3rd edition Sage
4. Kavanagh. M. J, Thite. M. (2009). *Human Resource Information Systems*, 3rd edition, Sage South Asia Edition, New Delhi, Sage Publications
5. Soundararajan, R. and Singh, K. (2016) *Winning on HR Analytics: Leveraging Data for Competitive Advantage*. 1st edition, SAGE Publications India

2. Recommended Reading (add editions)

1. Dessler, G. and Varrkey, B. (2005) *Human Resource Management, 15e*. Pearson Education India
2. Hamlin, B., Keep, J. and Ash, K. (2001) *Organizational Change and Development: A Reflective Guide for Managers, Trainers and Developers*. Pearson Education
3. James A O'Brien and George M Marakas (2007) *Management Information Systems*, 7th edition McGraw-Hill
4. Jac Fitz-enz, John R. Mattox (2010) *The New HR Analytics: Predicting the Economic Value of Your company's Human Capital Investments*, AMACOM

3. Magazines and Journals

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1. HBR Review
2. SHRM Magazine
3. People Matters
4. International Journal of Human Resources Development and Management, Inder science
5. South Asian Journal of Human Resources Management, Sage publications
6. Advances in Developing Human Resources (ADHR), Sage publications.
7. Human Resource Management International Digest, Emerald publications.

4. Websites

1. HBR Web Document (2022) *HR Analytics at Barney,* Retrieved on 05 July 2022 from https://store.hbr.org/product/hr-analytics-at-barney

2. SHRM Web Document (2022) *It's Time to Cause the Effect,* Retrieved on 06 July 2022 from https://blog.shrm.org

3. HR Analytics Web Document (2022) *What is HR Analytics*, Retrieved on 06 July 2022 from https://www.aihr.com/blog/what-is-hr-analytics

5. Other Electronic Resources

SPSS, JMP

Course Specifications: Group Project

Course Title	Group Project
Course Code	BAP601A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to apply and synergise the learning outcomes of M.B.A. Programme through a group project. The group project focuses on the application of appropriate management practices and use of relevant university resources and departments for definition and execution of the project. In addition, this course enables the student to gain practical experience of working in a project mode, requiring interactions with the domain specialist to meet the managerial challenges of the project undertaken. The significant feature of the project will be the demonstration of its applicability and quantification of benefits.

2. Course Size and Credits:

Number of credits	05
Credit Structure (Lecture: Tutorial: Practical)	00:01:04
Total hours of interaction during the semester	145
Number of semester weeks	15
Department responsible	Management Studies and Commerce
Course marks	Total Marks : 100
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO1: Work in a team and undertake a project in their area of specialization
CO2: Apply the management principles for executing the project
CO3: Apply appropriate research methodology while formulating a project
CO4: Analyse data, report findings and recommend appropriate solutions to resolve the problem
CO5: Develop a video which explains the project, exhibit, make a presentation and document the work

5. Course Contents

Course Content (Indicative)
Need for undertaking a project, project specifications, Strategy analysis, and presentation Project Management, Project Development, Project Validation, Project Evaluation, Exhibition, Presentation, Team building, Team work, Leadership skills

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1					3
	CO-2	3	2			
	CO-3	2	3			
	CO-4		3		2	
	CO-5				3	2

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Critical Review, Problem Formulation and stating Objectives	Reading Journal papers , books and other relevant materials and problem formulation	25
	Presentation to Reviewers	5
Data collection for problem solving	Group work with supervisors guidance	35
Analysis and conclusions	Group work with supervisors guidance	35
Video creation, Presentation, Thesis/Report Writing and Viva Voce		
	Thesis/Report writing - Group	30
	Project Exhibition and Video creation - Group	10
	Presentations	5
	Total	145
Note: The above time calculation is for a group of 5 students and can be modified depending on the number of students. The project chosen should justify the time allotted.		

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8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.Tech. (Electronics and Communication Engineering) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE, COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
Subcomponent	**CE - SC1 (50 %)**	**SEE (50%)**
Subcomponent Type	**Presentation and Exhibition**	**Project Report**
Maximum Marks	**25**	**25**
CO-1	X	
CO-2	X	
CO-3		X
CO-4		X
CO-5	X	

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving Leaning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Literature Review and group Interactions
2.	Understanding	Literature Review and group Interactions
3.	Critical Skills	Assignment - (problem identification)
4.	Analytical Skills	Assignment (data analysis)
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Assignment
8.	Self-Learning	Assignment
9.	Written Communication Skills	Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioural Skills	Assignment

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13.	Information Management	Report
14.	Leadership Skills	Assignment

10. Course Resources

a) Essential Reading- Relevant papers and articles

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Course Specifications: MBA Dissertation and Publication

Course Title	MBA Dissertation and Publication
Course Code	BAP602A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to give an insight to the students on application of principles of research methodology, preparation of research project proposal, research project management, execution of research project and effective technical communication and presentation. It also emphasizes the need and the relevance of a structured approach to identify a research topic and undertake research. This module provides an opportunity for students to apply theories and techniques learnt during program work. The student is also required to submit the paper to a conference approved by the department and make a presentation to the examiners in the faculty.

2. Course Size and Credits:

Number of credits	14
Credit Structure (Lecture: Tutorial: Practical)	01:01:12
Total hours of interaction during the semester	400
Number of semester weeks	15
Department responsible	Management Studies/ Commerce
Course marks	Total Marks : 200
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5: Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes

After undergoing this course students will be able to:

CO1: Critically review scholarly literature collected from various sources for the project purpose and formulate a research problem
CO2: Prepare and present a research proposal
CO3: Conduct research to achieve research objectives
CO4: Propose new ideas/methodologies or procedures for further improvement of the research undertaken
CO5: Create research document and write and submit research papers for publication in reputed journals

5. Course Contents

Course Content (Indicative)
Research Methodology : Information search, retrieval and review Use of conceptual models and frameworks Problem solving , Evaluation Interpretations , drawing conclusions Proposing ideas or methods for further work Thesis writing Oral presentation Authoring Research paper Presentation and Analysis of data Interpretation of data in a conference or in SCOPUS indexed /UGC Care journals

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			2	
	CO-2				3	2
	CO-3	2	3	2		
	CO-4		3	2		
	CO-5				3	2

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Information search, retrieval and review, Project definition and project planning	ReadingJournalpapers, booksand otherrelevant materialsandproblem formulation	150
Use of conceptual models and Frameworks	Individual work with supervisors guidance	50
Problem solving and Evaluation	Individual work with supervisors guidance	50
Interpretations and drawing Conclusions	Individual work with supervisors guidance	50
Proposing ideas or methods for further work	Individual work with supervisors guidance	20
	Thesis/Report	20

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Create research document and write research papers for publications	writing/Presentation	
	Authoring research paper/Publication	20
Defend the research findings in front of scholarly audience	Presentation Preparation	20
Tests/Examinations/presentations preparation		20
	Total	400

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

	Component 1: CE (50% Weightage)		
Subcomponent	**SC1**	**SC2**	**Semester End Examination: SEE (50% weightage)**
Subcomponent Type	**Interim and Final Report Presentation**	**Paper Development and Upload**	**Report**
Maximum Marks	**50**	**50**	**100**
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4	X	X	X
CO-5	X	X	X

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving Cos

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Thesis
2.	Understanding	Thesis
3.	Critical Skills	Thesis
4.	Analytical Skills	Thesis
5.	Problem Solving Skills	Thesis

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6.	Practical Skills	Thesis
7.	Group Work	---
8.	Self-Learning	Thesis
9.	Written Communication Skills	Report writing
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioural Skills	Thesis
13.	Information Management	Thesis
14.	Leadership Skills	Thesis

10. Course Resources

a. **Essential Reading**

1. Booth W. C, Colomb and G.G Williams. (2005) The Craft of Research, Chicago University Press
2. Willium M.K and Trochim. (2003)Research Methods, 2nd Edition, Biztantra Publications
3. Jonathan Grix. (2004) The Foundation of Research, Palgrave Study Guides

b. **Recommended Reading**

1. Wisker Gina. (2001) The Post Graduate Research Handbook, Palgrave
2. Rugg G. and Petre M. (2004) The Unwritten Rules of Ph.D research, Open University

c. **Magazines and Journals**

1. **Websites – Google Scholar**
2. **Other Electronic Resources- EBSCO, Google Scholar**

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RAMAIAH UNIVERSITY OF APPLIED SCIENCES

Programme Specifications

M.B.A. (Marketing Management) Degree Programme

Programme Code: 101

Faculty of Management and Commerce

Batch 2022-2023 Onwards

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University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) focuses on student-centric professional education and motivates its staff as well as students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

To be an institute of excellence imparting Management Education for various Stakeholders to be Co-creators, Leaders and Entrepreneurs for Societal and Global Prosperity

Mission

M1. To inculcate life-long learning attribute through contemporary Pedagogical Techniques and Assessment

M2. To cultivate critical thinking capabilities and promote multidisciplinary research for contextual problem solving through a scientific approach

M3. To instill innovative Business Practices and Entrepreneurial Intentions for Sustainable Growth and Outreach

M4. To develop Leaders with a holistic mindset sensible to humanity and Society

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences
5. To instill the spirit of entrepreneurship in our youth ~~to~~ and help to create ~~more~~ career opportunities in the society by incubating and nurturing technology product ideas, and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with Universities, Industries, Businesses, Research Establishments, NGOs, International Organizations, Governmental Organizations in India and Abroad to enrich the experiences of faculties and students through research and developmental programmes

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Programme Specifications: M.B.A. (Marketing Management)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	101
Programme Name	M.B.A. (Marketing Management)
Dean (I/C) of the Faculty	Dr. K.M. Sharath Kumar
Head of the Department	Dr. K.M. Sharath Kumar

1. **Title of the Award:** M.B.A. (Marketing Management)
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** October 2023
7. **Date of Programme Approval by the Academic Council of MSRUAS:** November 2023
8. **Next Review Date:** September 2025
9. **Programme Approving Regulating Body and Date of Approval:** All India Council for Technical Education, New Delhi, 24-May-2023
10. **Programme Accredited Body and Date of Accreditation:** Not Applicable
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** Not Applicable
14. **Rationale for the Programme**

Marketing management is a business discipline focused on practical application of marketing techniques. It includes planning and execution of pricing, promotion, distribution of products and services to satisfy customer needs and wants. Globalisation has taken firms beyond the borders. The trend is to adapt marketing practices to achieve competitive advantages and increase profitability. Thus marketing management is important to provide superior customer value. As reported by the Ministry of Statistics, the Gross Domestic Product in India is maintaining a healthy average growth of around 6 percent during the last ten years. Further, expanding market intense competition and new opportunities enabled by leapfrogging technology are leading to 'customer-centric marketing' in Indian scenario. It is anticipated that Indian companies need efficient marketing professionals to meet challenges in dynamic environment. The turn of the millennium has witnessed the growth of Karnataka state on the industrial development front. Bengaluru, known as the silicon valley of India, is home to IT industry, Automobile industry, Health care, Hospitality, etc. engaged in marketing of goods and services. Thus there is a huge need for marketing professionals in both goods and service sectors. The specialisation in marketing management provides opportunity for students to conduct market research and analyse on the contemporary issues, challenges and strategies. The development of marketing frame work,

business model, service marketing and branding strategies are the topics of interest. This course will imbibe research culture to analyse marketing strategies

This program combines the broad-based curriculum of M.B.A. programme with specialised study on marketing management, prepare students for managerial positions. M.S. Ramaiah group is a well- known group for its brand in higher education, aims to offer M.B.A. programme with interdisciplinary approach on industry relevant education. M S Ramaiah University of Applied Sciences (MSRUAS) offers post graduate degree programme in M.B.A. with Marketing Management specialisation, enrolling students from all over the world. The University has benefited by growing its expertise, breadth and depth of knowledge in national and international marketing affairs. Further, the University has opportunity for collaborative research and industry relevant projects to resolve marketing challenges faced by various organisations. The main strengths of the University are well qualified, experienced faculty who are able to provide insights on a wide range of management issues. The inhouse faculty members are well supported by the adjunct faculty members from overseas universities, industries and research establishments. In this regard, University has established good tie-ups with various industries to help students to identify and bridge the gap between academia and industry to resolve managerial problems. In addition, the faculty curriculum has been designed considering inputs from various industries and foreign universities to make it more comprehensive.

Programme Mission

The aim of the programme is to create professional management graduates specialising in sales and marketing management, who can devise sales and marketing strategies, plan and execute sales and marketing activities, capture customer feedback for continuous product improvement to achieve the stated business goals of the organisation.

15. Graduate Attributes (GAs)

GA-1. Knowledge of Business Management: Demonstrate deep understanding of conceptual knowledge in their chosen specialisation

GA-2. Ethics and Social Responsibility: Demonstrate ethical and socially responsible behaviour in Business decisions

GA-3. Relevant Technological Literacy: Ability to leverage appropriate technology for business decisions

GA-4. Problem Solving and Decision Making: Utilise critical and innovative thinking to identify and solve business problems

GA-5. Entrepreneurial Awareness: Acquire relevant knowledge to establish entrepreneurial ventures

GA-6. Global Citizenship: Exhibit team work and effective communication to adapt to cross-functional and multicultural work environments

GA-7. Research and Lifelong Learning: Ability to conduct business research and solve problems in a dynamic business environment

GA-8. Leadership: Exhibit initiative, intrapreneurial skills and lead teams effectively

16. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

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PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

17. Programme Goal

The programme goal is to produce postgraduates who will be able to apply management tools and techniques to optimally use scarce resources and emphasize on holistic decision-making with empathy to improve transparency as well as mitigate risks for a business process.

18. Program Educational Objectives (PEOs)

PEO-1. Practice contemporary global management principles in a wide range of business and real-world paradigm

PEO-2. Conduct applied research for addressing relevant business and societal concerns through an evidence based approach

PEO-3. Excel as aspiring Intrapreneurs and Entrepreneurs for Societal Well-being

PEO-4. Bestow Human Values with a rational mind-set for contingent business solutions

19. Programme Structure:

Semester 1

Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAC501A	Managerial Skills and Business Communication	03	00	02	04	100
2	BAC502A	Human Resource Management	03	02	00	04	100
3	BAC503A	Managerial Economics	03	00	02	04	100
4	BAC504A	Managerial Accounts	03	02	00	04	100
5	BAC505A	Marketing Management and Marketing Research	03	00	02	04	100
6	BAC506A	Operations Management	03	00	02	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Semester 2

Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAC507A	Strategic Management, CSR and Sustainability	03	02	00	04	100
2	BAC508A	Business Mathematics, Statistics and Analytics	03	00	02	04	100
3	BAC509A	Management Information Systems	03	00	02	04	100
4	BAC510A	Business Law and Corporate Governance	03	00	02	04	100
5	BAC511A	Corporate Finance	03	00	02	04	100
6	BAC512A	Innovation and Entrepreneurship	03	02	00	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Between Semester 2 and Semester 3

Industry Internship

Sl. No.	Code	Course Title	Practical (H/W/S)	Total Credits	Max. Marks
1	BAI513A	Industry Internship	16	**08**	100
Total Number of Contact Hours Per Week in Industry			**16**		

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Semester 3							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAE511A	Product Management and Services Marketing	3	0	2	04	100
2	BAE513A	Sales and Distribution Management	3	0	2	04	100
3	BAE512A	Consumer Behavior and Retail Marketing	3	0	2	04	100
4	BAE514A	Digital Marketing and Digital Marketing Analytics	3	0	2	04	100
5	(Minor-1)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization)	03	00	2	04	100
6	(Minor-2)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization)	03	00	2	04	100
		Total	**18**	**00**	**12**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Between Semester 3 and Semester 4

Industry Internship					
Sl. No.	Code	Course Title	Practical (H/W/S)	Total Credits	Max. Marks
1	BAP601A	Group Project	16	08	100
Total Number of Contact Hours Per Week in Industry			**16**		

Semester 4							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAP602A	MBA Dissertation and Publication	0	0	28	14	100
		Total				**14**	**100**
Total Number of Contact Hours Per Week in Industry			**28**				

Note:

1. The Vacations and other activities shall be as per the Timetable and Academic Calendar for the corresponding batch
2. Students will undergo Summer Internship between 2nd and 3rd Semesters
3. Summer Internship will be evaluated in the 3rd Semester
4. Group Project will be initiated at the end of Semester 3 and evaluated before Semester 4
5. Research Methodology will be taught as a Value-Added Course
6. Minimum 20 Students are required to deliver Major Specialization

20. **Course Delivery:** As per the Timetable
21. **Teaching and Learning Methods**

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12. Face to Face Lectures using Audio-Visuals
13. Workshops, Group Discussions, Debates, Presentations
14. Cases, Case study, Case lets
15. Demonstrations
16. Guest Lectures
17. Laboratory work/Field work
18. Industry Visit
19. Seminars/ Conferences
20. Group Exercises
21. Project Exhibitions
22. Management Festivals

22. Assessment and Grading

22.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-End Examination (SEE): This component represents the summative assessment carried out in the form of an examination conducted at the end of the semester.

Marks obtained in CE and SEE components have equal weightage (CE: 50% and SEE: 50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

22.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

Theory Course	
Mid-Term Exam (SC1)	Assignment/Presentation and Class Participation (SC2)
25 Marks	25 Marks

There shall be two sub - components of CE (SC1 and SC2). Each sub-component is evaluated individually for 25 marks. Apart from Mid-Term 25 Marks, the other components of CE can be of any of the following types:

m) Online Test
n) Assignments/Problem Solving
o) Presentation
p) Field Assignment
q) Open Book Test
r) Portfolio
s) Reports

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t) Case Study
u) Group Task
v) Quiz
w) Practical Tasks
x) Any other

After the two subcomponents are evaluated, the CE component marks are determined as:

CE Component Marks = SC1 + SC2 (Scaled Down to 25 Marks Each)

An additional sub-component may be used at the discretion of the Faculty/Department. The Department can conduct the 3rd subcomponent SC3, if this subcomponent provides benefit to students. If the Department/Faculty conducts the SC3 subcomponent of evaluation, and the score obtained by the student in SC3 is greater than the lowest score of the previous two subcomponents SC1 and SC2, then it replaces the lower of the two scores.

23. Student Support for Learning

10. Course Notes
11. Reference Books in the Library
12. Magazines and Journals
13. Internet Facility
14. Computing Facility
15. Laboratory Facility
16. Staff Support
17. Lounges for Discussions
18. Any other support that enhances their learning

24. Quality Control Measures

10. Review of Course Notes
11. Review of Question Papers and Assignment Questions
12. Student Feedback
13. Moderation of Assessed Work
14. Opportunities for students to see their assessed work
15. Review by external examiners and external examiners reports
16. Staff Student Consultative Committee meetings
17. Student exit feedback
18. Subject Assessment Board (SAB)
19. Programme Assessment Board (PAB)

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25. Programme Map (PO Map)

Sem.	Course Title	PO-1	PO-2	PO-3	PO-4	PO-5
1	Managerial Skills and Business Communication	3	1		3	3
1	Human Resource Management	1	2	2		3
1	Managerial Economics	2	3		3	3
1	Managerial Accounts	3			3	3
1	Marketing Management and Marketing Research	3	3	3	2	3
1	Operations Management	3	1	1	3	3
2	Strategic Management, CSR and Sustainability	1			3	2
2	Business Mathematics, Statistics & Analytics	3	1	1	3	3
2	Management Information Systems	1	2		3	3
2	Business Law and Corporate Governance	2	3	2	1	1
2	Corporate Finance		1	3	2	1
2	Innovation and Entrepreneurship	3	2	2	2	2
B/W 3&4	Industry Internship	2				3
3	Product management and Service Marketing	3	2	2	3	3
3	Sales and distribution Management	2		2	3	2
3	Consumer Behavior and Retail Marketing	3	1	1	3	2
3	Digital Marketing and Social Media Analysis	1			3	2
B/W 3&4	Group Project	2		1	2	2
4	MBA Dissertation and Publication	3	2		2	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

26. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

27. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. The Students are involved in planning and organizing the activities.

28. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.

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Course Specifications: Human Resource Management

Course Title	**Human Resource Management**
Course Code	BAC502A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Human Resource Management and its role within the modern organisation. Students are introduced to the concepts of Personality, Attitude, Perception and Behavior in Organisations. In addition, students are taught to analyse the concepts of recruitment, training and performance management. Students are also exposed to basic concepts of organisational design and organisational life cycle. Further, students will gain hands-on experience in HR Processes.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Applying the concepts of Human Resource Management in an organization
CO-2. Analyzing the contribution of Organisation Behaviour in managing human resources of an organisation
CO-3. Evaluating the approaches to human resource strategies in terms of recruitment, training & development, and performance management
CO-4. Propose the principles of Industrial Relations and Conflict Management using advanced strategies

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5. Course Contents

Unit 1 Human Resource Management (HRM) Overview and Human Resource Planning: Concepts and Evolution of HRM, Difference between HRM and Personnel Management, HRM Objectives, HRM Functions, Role of the HR Practitioner, Strategic HRM and its Importance, Organisation of HR Department and Best HR Practices. Objectives of HR Planning, Planning Process, Benefits, Job Analysis, Job Description and Job Specification, Job Design and its Significance

Unit 2 Introduction to Organisational Behaviour, Culture, Structure and Design (OB): OB Model and Goals of OB, Foundations of Individual Behavior - Individual differences, Ability, Perception, Aptitude, Attitude, Learning, Personality, Foundations of Group Behavior - Group Properties, Group Development and Johari Window, Emotional Intelligence, Role of Organisations in Society, Organisation Structure and its Elements, Organisational Design and its Importance, Organisational Culture and its Types.

Unit 3 Recruitment, Training & Development: Recruitment and Selection, Recruitment Planning Process, Selection - Significance and Methods, Psychometric Tests for Hiring, using Social Media for Hiring, Induction, Training and Development, Career Management, HR Audit, Separations, Promotions, Transfers.

Unit 4 Performance and Compensation Management: Introduction, Objectives of Performance Management, Cycle of Performance Management, Performance Appraisal System, Methods of Appraisal - Traditional and Contemporary, Reward Management - Grade and Pay Structures, Rewarding Special Groups, Employee Compensation and Benefits.

Unit 5 Industrial Relations and Conflict Management: Industrial Relations, Objectives, Employee Relations Process and Approaches - Employee Voice and Grievances, Causes and Effects of Grievances, Grievance Handling Procedure, Employee Health and Safety and Factories Act, Conflict Management, Conflict Resolution Process.

Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3	2	2	2	2
CO-2	3	3	3	2	2
CO-3	3	3	2	3	3
CO-4	3	3	2	3	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

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6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00

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1. Solving Numerical Problems	00	
Practical Work		07
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Role Plays	07	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		18
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Human Resource Management). The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Case-study Presentations
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Group Discussions
15.	Leadership Skills	Group Discussions

9. Course Resources

1. Essential Reading

1. Course Notes

2. Dessler, G., 2017. *Human Resource Management*. 15th ed. Upper Saddle River (N.J.): Prentice Hall.

3. Robbins, S. and Judge, T., 2018. *Organizational Behavior*. 18th ed. New Delhi: Pearson.

2. Recommended Reading

a. Armstrong, M. and Taylor, S., 2020. *Armstrong's Handbook of Human Resource Management Practice*. 15th ed. New York: Kogan Page.

b. Monappa, Arun. (2017) *Industrial Relations,* 2nd ed. McGraw Hill Education, New Delhi

3. Magazines and Journals

1. HBR Magazine
2. International Journal of Organizational Analysis, Emerald Group Publishing Ltd
3. Participation and Empowerment: An International Journal, MCB UP Ltd
4. Development and Learning in Organizations, Emerald Group Publishing
5. Elsevier and springer and people matter

4. Websites

5. Management Library. 2022. *Management Library*. [online] Available at: <https://managementhelp.org/> [Accessed 10 July 2022].
6. SHRM. 2022. *SHRM - The Voice of All Things Work*. [online] Available at: <http://www.shrm.org/> [Accessed 10 July 2022].
7. Valamis. 2022. *What Is Talent Management? Model, Strategy, Process*. [online] Available at: <https://www.valamis.com/hub/talent-management> [Accessed 10 July 2022].

8. Other Electronic Resources

NA

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Course Specifications: Managerial Economics

Course Title	Managerial Economics
Course Code	BAC503A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with economics for managerial decision making. Students will be introduced to concepts such as scarcity and efficiency, problems of economic society, demand and supply analysis and elasticity. Further, concepts related to consumer behavior, producer behavior, and cost analysis as well inclusion of advanced topics in economic analysis are highlighted. Students will also be familiarized with Gross Domestic Product (GDP), national income and analyze the implications of changes in fiscal and monetary policies.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the concepts of microeconomics, macroeconomics and consumer behavior
CO-2. Analyze with the help of forecasting techniques to address demand-supply concerns
CO-3. Evaluate economic logic for managerial decision making
CO-4. Discuss implications of changes in Government fiscal and monetary policies

5. Course Contents

Unit 1 (Introduction to Managerial Economics): Economic Systems, Principles of Managerial Economics, Integration with Other Managerial Decision Making Process, Tools and Analysis of

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Optimization, Role of Government, Private, Competition Vs. Cooperation.

Unit 2 (Demand-Supply Analysis and Consumer Behaviour): Definitions, Determinants, Laws and Curves of Demand and Supply, Demand Forecasting, Qualitative and Quantitative Interpretation of Demand, Law of Diminishing Marginal Utility, Consumer and Producer Surplus, Analysis of Consumer Behavior, Individual Consumer Decisions, Analysis of Consumer Decisions in Terms of their Underlying Preferences Consumer Preferences, Use of Utility Function to Make Predictions about Consumer Preferences.

Unit 3 (Analysis of Production, Costs and Revenues): Cost of Factors Involved in Production, Variable and Fixed Cost, Average and Marginal Cost, Real and Opportunity Cost, Economies of Scale, Law of Returns: Constant, Decreasing and Increasing Returns.

Unit 4 (Market Structures and Decision Making): Market Types, Perfect Competition, Price Determination and Equilibrium, Monopoly - Features, Equilibrium Condition, Price Discrimination, Monopolistic Competition – Features, Oligopoly - Cartels, Pricing Strategy, Sustainability Business Model.

Unit 5 (Fiscal and Monetary Policies): Gross Domestic Product, Consumer Price Index, Inflation Measurement and Adjustment, Standard of Living, Physical and Human Capital, Factors Affecting Productivity, The Business Cycle, Fiscal Policy Tools, Automatic Stabilizers, Contractionary and Expansionary Gaps, Inflows, Outflows and Restrictions Exchange Rates, Currency Appreciation and Depreciation, Trade Deficits and Surpluses.

Unit 6 The Keynesian System and Post Keynesian Macroeconomics: The Problem of Unemployment, The Simple Keynesian Model, Equilibrium Output, Components of Aggregate Demand, Equilibrium Income, Role of Fiscal Policy and Multiplier, Exports and Imports in the Simple Keynesian Model; Interest Rates And Aggregate Demand; Keynesian Theory Of The Interest Rate; Money Supply and Money Demand in Keynesian Framework, New Classical Position: Keynesian Counter Critique, Rational Expectations Hypothesis, Business Cycle Theories, Multiplier –Accelerator Intersection Model, Business Cycle Theory, Political Business Cycle Model, New Keynesian Economics: Menu Cost Theory, Efficient-Wage Theory, Insider-Outsider Model and Hysteresis, Analysis of Case Studies.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	2	1		2
	CO-2	2	3		3	3
	CO-3	3	2	1	3	3
	CO-4	2	3	2	2	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

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7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	

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2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		15
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	00	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

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Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Class room discussions, case study
6.	Practical Skills	Group activity, field study
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Group discussion

10. Course Resources

1. Essential Reading

1. Course notes
2. Paul A.S. and William N.D. (2010) *Economics*, 19th edition, McGraw Hill
3. Froyen, R. T. (2015) *Macroeconomics: Theory and Policies*, 10th edition, Pearson

2. Recommended Reading

1. Perloff, J. M. (2019) *Microeconomics*, 7th edition, Pearson
2. Varshney, R.L. and Maheshwari, K. L. (2014) *Managerial Economics*, 22nd revised edition, Sultan Chand & Sons
3. Paul, J. (2018) *Business Environment*, 4th edition, McGraw Hill education

3. Magazines and Journals

1. Economic and Political Weekly
2. Chartered Secretary
3. Chartered Accounts Today
4. Industrial Economist
5. Quarterly Journal of Economics, Oxford University Press
6. Review of Economics and Statistics, MIT Press Journals
7. Journal of Accounting and Economics, Elsevier

4. Websites

1. Theory and Applications of Economics, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

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Course Specifications: Financial Accounting

Course Title	Managerial Accounts
Course Code	BAC504A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of accounting for managers. The students are taught the concepts and principles of accounting and analysis of financial statements. Students are also trained to calculate depreciation using different methods and prepare the final accounts of sole proprietary business and company

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Discuss the concepts and principles of accounting
CO-2. Evaluate the financial statements of the company for decision making
CO-3. Analyse the cash flow and fund flow statements for decision-making
CO-4. Develop the final accounts of the company and generate reports in Tally

5. Course Contents

Unit 1 (Introduction): Types of Accounting, Users of Accounting information, Concepts and Conventions of Accounting, Accounting Equation, Golden rules of accounting, Accounting Cycle, Accounting Standards, Indian GAAP, Introduction to IFRS

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Unit 2 (Accounting Records): Accounting Process, Cash Book, Petty Cash book, Trial Balance. Depreciation: Meaning, need & importance of depreciation and types of depreciation

Unit 3 (Final accounts): Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business, preparation of final accounts of companies, Vertical form of financial statements

Unit 4 (Ratio Analysis): Ratio analysis concepts, Uses and demerits of ratios, Calculation various Analysis of financial statements using ratios, Dupont analysis

Unit 5 (Cash flow statement): Preparation of Fund flow and Cash flow Statement. Managerial decision making using Fundamental analysis

Unit 6 (Introduction to Accounting Software): Creation of Company, Configure and Features settings, Generating Reports, Selecting and shutting a Company

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2	1		
	CO-2	3	3		3	
	CO-3	3	2	1	3	
	CO-4	2	3	2	2	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Course/Workshop	00	
Others		05
1. Case Study Presentation	01	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

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8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Banking and Financial Services) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment ,lab
4.	Analytical Skills	Class room, Assignment , Examination
5.	Problem Solving Skills	Class room, Assignment ,Examination
6.	Practical Skills	Class room, Assignment, lab
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and Presentation
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Group discussions and Case study
15.	Leadership Skills	Presentation

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10. Course Resources

1. Essential Reading

1. Course notes
2. Rajashekaran, Lalitha (2022), Financial Accounting, Pearson Publication. Avaialable at Pearson e-library
3. Ramachandran N, Kakani, Ram Kumar. (2022), Financial Accounting for Management, McGraw Hill

2. Recommended Reading

1. Rajesh Chheda. (2018), Learn Tally.ERP 9 with GST, 2nd Edition
2. Guptha Ambrish.(2016) Financial Accounting for Management, Pearson Education
3. Rajesh Agarwal & R Srinivasan. (2005) Accounting Made Easy, Tata McGraw –Hill

3. Magazines and Journals

1. Chartered Secretary , published by The institute of Chartered Secretary of India
2. Chartered Accounts Today , published Arizant
3. Journal of Accountancy. The Journal of Accountancy is a monthly publication for accountants published by AICPA & CIMA
4. International Journal of Managerial and Financial Accounting, Published by Inderscience
5. The Accounting Review, Published by Willey and sons
6. Asian Journal accounting research, Published by Emerald

4. Websites

1. Accounting standards 2022. ICFAI - Accounting, standards, amendments, [online] Available at: <http://www.icai.org> [Accessed 11 July 2022].

5. Other Electronic Resources

1. Software: Tally ERP(11)

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Course Specifications: Marketing Management and Marketing Research

Course Title	Marketing Management and Marketing Research
Course Code	BAC505A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. **Course Summary**

This course deals with marketing management essentials required to satisfy customers' needs, wants and demand. Students are taught to integrate the elements of Consumer Behaviour, Sales and Marketing Mix. Students are also introduced to Segmentation, Targeting and Positioning, Integrated Marketing Communications. In addition, students are familiarized with concepts and process of marketing research. Emphasis will also be provided on marketing ethics and socially responsible marketing.

2. **Course Size and Credits:**

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. **Program Outcomes (POs)**

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. **Course Outcomes (COs)**

After the successful completion of this course, the student will be able to:

CO-1. Apply the Principles of Sales and Marketing to a given context.
CO-2. Analyse B2C and B2B consumer Behavior.
CO-3. Recommend Marketing Mix strategies for the targeted segments.
CO-4. Develop a Marketing Plan for a product/service

5. **Course Contents**

Unit 1 Fundamentals of Marketing: Concepts - Importance and Scope - Consumer Needs and Wants – Scanning Marketing Environment and Analyzing Marketing Mix, An Introduction To

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Consumer Buying Behavior in B2B and B2C contexts

Unit 2 Segmentation Targeting and Positioning and Introduction to Product: Introduction to process of Segmenting, Targeting and Positioning, Dealing With Competition, Introduction to concept of "Product" , Product Management Concepts and Product Life Cycle Management, Concepts of Brand, Branding and Brand Management

Unit 3 Pricing Concepts – Introduction to Pricing Strategies - Value Based, Cost Based, Market Based, Competitor Based and New Product Pricing - Process and Evaluation of Price - Types Of Pricing

Unit 4 Distribution Management and Design Of Marketing Channels - Role of Distribution Management and Marketing Channels, Channel Design Decisions, Channel Management Decisions, Channel Integration, Introduction to Conflict, Co-Operation and Control In Channels

Unit 5 Marketing Communications- Role of Marketing Communications, Types of Marketing Communication, Developing Effective Communications, Introduction to Digital Marketing, Social Media Marketing and Deciding on Marketing Communication Mix

Unit 6 Marketing Research and Marketing Plan: Introduction to concept of Marketing Research, Importance of Marketing Research and process of marketing Research, Typical Components of Marketing Plan and Its Relevance To Marketing Research.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			1	
	CO-2		3		2	
	CO-3	3				
	CO-4			3	1	2

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		10
1. Demonstration using Videos	5	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Model Studio	00	
Others		20
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	00	

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4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures,
3.	Critical Skills	Assignment
4.	Analytical Skills	Classroom discussion, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments

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9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Case study Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	Assignment
15.	Leadership Skills	Group discussions and case study

14. Course Resources

1. **Essential Reading**
   1. Course notes
   2. G.Shainesh Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth (2022), Marketing Management, Pearson (16th Edition)
   3. Ramaswamy V. S. (2017), Marketing Management: A Strategic Decision Making Approach, Tata McGraw Hill Education Private Limited, 5th Edition
   4. Nargundkar Rajendra (2019), Marketing Research – Text and Cases, 4th edition, McGraw Hill

2. **Recommended Reading**
   a. Armstrong Gary, Kotler Philip, Cunningham, Margaret H. and Cunningham Peggy H. (2008) Principles of Marketing, 7th edition, Pearson Education
   b. Naresh Malhotra. (2016), Essentials of Marketing Research, Pearson Education

3. **Magazines and Journals**
   a. Harvard Business Review
   b. Business India
   c. Business Today
   d. Outlook Business
   e. Entrepreneur
   f. Journal of Marketing
   g. Journal of Consumer behavior
   h. Journal of Interactive Marketing
   i. Indian Journal of Marketing

4. **Websites**
   a. https://harvardmagazine.com/
   b. https://sloanreview.mit.edu/
   c. www.indianjournalofmarketing.com
   d. www.ama.org/

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Course Specifications: Operations Management

Course Title	Operations Management
Course Code	BAC506A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with introduction of operations management and project management. The students are introduced to the importance of operations management and the various tools and techniques that aid in efficient management of manufacturing and service organisations. The underlying concepts and frameworks for managing resources in projects and operations, decision making under certain and uncertain environments, demand forecasting, inventory management and production planning are discussed. The students are also trained on Spreadsheet Solvers and other Decision-Making Tools.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:
CO-1. Apply project management tools for business decision making
CO-2. Examine the concepts of decision making under certainty and uncertainty
CO-3. Evaluate capacity planning, facility location and production planning strategies
CO-4. Formulate forecasting models for demand prediction

5. Course Contents

Unit 1 Introduction to Operations Management: Nature, Importance, Historical Development, Transformation Processes, Differences between Services and Manufacturing - Functions,

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Challenges, Current Priorities, Recent Trends, Operations Strategy, Manufacturing and Service Sector Trends, Services as a Part of Operations Management

Unit 2 Decision Making under Certainty and Uncertainty: Framework for Decision Making, Decision Methodologies, Break-Even Analysis, Decision Trees, Discrete-Event Simulation, Sequencing under Multi-Criteria Decision-Making Framework

Unit 3 Problem Specific Mathematical Models for Effective Decision Making: Game Theory Models for Negotiation, Project Management Methods – Work Breakdown Structure (WBS), Schedule Planning - CPM/PERT.

Unit 4 (Capacity and location planning): Capacity Planning – Definition, Types and Importance; Location planning – Need, Influencing Factors, Location Models

Unit 5 (Demand forecasting): Objectives and Use, Forecasting Methods, Measures of Forecast Error, Applications and Controls

Unit 6 (Materials and Inventory Management): Functions of Materials Management, Material Planning and Control, Need, Objectives and Techniques of Inventory Management – EOQ model, Aggregate Planning and Master Schedule, Mathematical Planning Models, Development of Master Production Schedule (MPS)

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	3			1
	CO-2	2	3			
	CO-3	2	3			1
	CO-4	2	3		1	

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		20
1. Solving Numerical Problems	20	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Engineering Workshop / Course/Workshop /	00	
Others		10
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brainstorming Sessions	00	

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5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination

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10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Assignment

10. Course Resources

1. Essential Reading

a. Course notes
b. Stevenson, William J. (2015) *Operations Management*, 11th Edition, Mc Graw Hill Education
c. Mahadevan, B. (2015) *Operations Management: Theory and Practice*, 3rd edition, Pearson

2. Recommended Reading

a. Kumar, S. A., & Suresh, N. (2008) *Operations Management*, 2nd edition. New Age International Publishers
b. Krajewski, L.J., Malhotra, M.K., Ritzman, L.P. and Srivastava S.K., *Operations Management*, 11th edition, Pearson

3. Magazines and Journals

a. HBR Magazine
b. Management Science, INFORMS
c. Journal of Operations Management, John Wiley & Sons
d. International Journal of Operational Research, Inderscience Publishers

4. Websites

a. Introduction to Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf
b. Production and Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

5. Other Electronic Resources

a. MS Excel solver
b. LINDO
c. GAMS
d. QM for Windows

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Course Specifications: Strategic Management, CSR and Sustainability

Course Title	Strategic Management, CSR and Sustainability
Course Code	BAC507A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of Strategic Management, CSR and Sustainability. Students are taught concepts of strategy, importance of strategy, formal planning in strategic management. Students are also introduced to Environmental Analysis, Strategic Formulation, Strategic Implementation, Evaluation, Control, CSR and Sustainability for making business decisions.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Analyze various fundamental strategic management concepts, theories, practices and business environments considering global, economic, legal, and ethical aspects.

CO-2. Evaluate strategic plans and their formulation utilising data from diverse sources, assess the implications of strategic choices, and foster critical thinking for sustainable and competitive strategic planning of organizational goals aligned with industry opportunitiesand challenges

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CO-3. Apply value-based implementation strategies that align with an organization's mission, vision, and objectives, and demonstrate the ability to lead oneself and others in achieving organizational goals within a collaborative team environment

CO-4. Design and propose innovative and sustainable strategic initiatives that also incorporate Corporate Social Responsibility (CSR) principles, for effective adoption of chosen strategic direction and strategic control

5. Course Contents

Unit 1 Introduction to Strategic Management: Concept of Strategy, Nature, Scope, Process and importance of Strategic Management. Formal Planning and Strategic Intent, Strategic Planning Process, Strategic Management Vs. Operational Management.

Unit 2 Corporate Mission, Objectives, Environment Analysis and Strategic Formulation: Concept of Mission and Vision, Constituents of Corporate Mission, Goals, Objectives, Concepts, Factors influencing External and Internal Environment, Competitive Analysis, SWOT Analysis, PEST Analysis, Porter's Five forces model, Boston Consulting Group (BCG) Matrix, GE matrix, Blue Ocean strategies, resource, core competence & competitive advantage, Grand Strategies, Strategic Formulation, Approaches to Strategic Formulation, Grand Strategies

Unit 3 Strategic Implementation: important aspects of Strategic Implementation

Unit 4 Corporate Social Responsibility (CSR) and strategy for sustainability: Introduction to CSR, social responsibility assessment, Sustainability, guiding principles for sustainability.

Unit 5 . Strategic Evaluation and Control: Concept and Purpose of Strategic Evaluation and analysis, Gap Analysis, Strategic Control and Feed Back.

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

6. CO-PO mapping table

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			3	
	CO-2		3		1	
	CO-3			3		3
	CO-4	3				2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	10	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		00
1. Solving Numerical Problems	00	

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Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
Others		30
1. Case Study Discussion / Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

Course Leaders

Prof V. Nagendra, Associate Professor FMC, RUAS

Dr. G Devakumar, Professor, FMC, RUAS

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Program Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Case discussions, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case discussions
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10. Course Resources

1. **Essential Reading**
   a. Course notes
   b. Pearce J.A. and Robinson. R.B. (2015), *Strategic Management*, 19th edition, Vol.5, Tata Mc Grew Hill company.

2. **Recommended Reading**
   a. David R. Fred (2010), Strategic Management: Concepts and Cases, 13th edition, Vol 5, Prentice Hall.
   b. Anthony E. Henry, (2021), Strategic Management, 5th edition, Vol.2, Oxford University press.
   c. Michael Blowfield, Alan Murray (2019), Corporate social Responsibility, 4th edition, Oxford University Press.
   d. Michael Blowfield (2012), Business Sustainability, 4th edition, Oxford University Pess.

3. **Magazines and Journals**
   a. Business World
   b. Business Today
   c. Busiiness India
   d. Journal of Strategic Management, Publisher, John Wiley and Sons Ltd
   e. Journal of Technology Analysis and Strategic Management, Publisher Routledge, UK.
   f. Cross Culture and Strategic Management, Emerald Group of publishing, UK.
   g. Sustainability and Society, Springer Publishing

4. Websites
   a. https://www.coursera.org/learn/strategic-management
   b. https://archive.nptel.ac.in/resources.html
   c. https://swayam.gov.in/explorer?searchText=strategic+managment

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Course Specifications: Business Mathematics, Statistics and Analytics

Course Title	Business Mathematics, Statistics and Analytics
Course Code	BAC508A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course introduces the basic concepts of Business Mathematics including Algebra and Matrices. The course also deals with statistical analyses of management problems for effective decision making. The students are taught statistical techniques and data analysis under non-deterministic conditions to solve business problems. Various types of probability distributions are explored and discussed in the context of decision making under uncertainty. Students are taught to formulate and test hypotheses for various business situations. Further, students are trained on Descriptive, Predictive and Prescriptive Analytics for improved Managerial Decision Making.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Develop linear algebraic models for solution of business problems
CO-2. Examine data to summarize the descriptive statistics and underlying probability distributions
CO-3. Interpret hypothesis for effective decision making
CO-4. Formulate and apply appropriate analytical models to business problems

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5. **Course Contents**

Unit 1 Introductory Algebra: Variables, Functions of One and More Than One Variable, Linear Equations: One Variable, The Cartesian Plane, Straight Lines, Evaluating Solutions: Two Equations, Linear Inequalities: One Variable, Linear Inequalities: Two Variables, Polynomials and Quadratic Functions, Evaluating Solutions for set of Equations using Matrix functions

Unit 2 Matrices: Introduction, Matrix, Order of a Matrix, Types of Matrices, Equality of Matrices, Operations on Matrices, Addition of Matrices, Multiplication of a Matrix by a Scalar, Properties of Matrix Addition, Properties of Scalar Multiplication of a Matrix, Multiplication of Matrices, Properties of Multiplication of Matrices, Transpose of a Matrix, Properties of Transpose of Matrices, Symmetric and Skew Symmetric Matrices, Elementary Operation (Transformation) of a Matrix, Invertible Matrices, Adjoint and Inverse of a Matrix

Unit 3 Introduction to Descriptive Statistics and Analytics: Portraying Different methods of Data Display - Bar Graphs, Histograms, and Pie Charts. Measures of Central Tendencies (Mean, Median and Mode) and Dispersions (Range, Interquartile range, Interquartile range, Variance and standard Deviation), An Introduction to Measures of Shape (Skewness, Kurtosis and Symmetric), Introduction to Probability Distributions, Binomial, Poisson and Normal Distributions, Application to Business Problems, Visual Representation of Descriptive Statistics with Statistical Software

Unit 4 Tests of Association: Correlation and Regression, Tests of Inference and Hypothesis Testing - Chi Square, t-Test, ANOVA and Z–Test, Sampling, Probability Distribution and Decision Theory: Understanding the Relevance of Sampling in Statistical Analysis and select appropriate Sampling Technique, Calculating Sample Size based on the Expected Confidence Interval, Performing Statistical Calculations with Statistical Software

Unit 5 Regression: Introduction to the Concept of Regression, Linear and Non-Linear Regression, Single and Multiple Regression, Meaning/interpretation of Regression Coefficients, Interpretation of R-squared, Logistic Regression, Regression as a Predictor for future, Run Various developed models with Statistical Software

6. **Course Map (CO-PO Map)**

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2				3	1
CO-3	2			3	
CO-4	1			3	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. **Course Teaching and Learning Methods**

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	10	

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Numeracy		30
1. Solving Numerical Problems	30	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
Subcomponent ▶	**Component 1: CE (50% Weightage**		**Component 2: SEE (50% Weightage)**
Subcomponent Type ▶	**SC1: Mid Term**	**SC -2: Assignment, Presentation and Class Participation**	**100 Marks**
Maximum Marks ▶	**25**	**25**	
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4		X	X
The details of SC1, SC are presented in the Programme Specifications Document.			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

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9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10.Course Resources

a. Essential Reading

1. Course notes
2. Ernest F. Haeussler; Richard S. Paul; Richard J. Wood (2021), *Introductory Mathematical Analysis*, 14th Edition, Pearson Education
3. Amir, D. Aczel and Jayavel Sounderpandian (2018) *Complete Business Statistics*, 7th Edition, Tata McGraw-Hill

b. Recommended Reading

1. Camm, Jeffrey D, Cochran, James J, Anderson David R and Williams, Thomas A (2017), *Essentials of Business Analytics,* 2nd Edition, Cengage publications, ISBN-10: 1305627733, ISBN-13: 9781305627734.

c. Magazines and Journals

1. Harvard Magazine – Trends in Business decision making, 6 times per year
2. Sloan Management Review – MIT, Quarterly
3. Analytics India Magazine
4. Journal of Computational and Applied Mathematics, Elsevier
5. Sankhya: The Indian Journal of Statistics, Indian Statistical Institute
6. International Journal of Data Science and Analytics, Springer

d. Websites

1. Harvard Magazine (2022) N.A, *Harvard Magazine*, Retrieved on 3rd July 2022 from https://harvardmagazine.com/tags/quantitative-methods
2. Sloan Management Review (2022) N.A , *MIT Sloan Magazine*, Retrieved on 3rd July 2022 from https://sloanreview.mit.edu/
3. Analytics India Magazine (2022) N.A, *Analytics Magazine,* Retrieved on 3rd July

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2022 from https://analyticsindiamag.com/

e. **Other Electronic Resources**
   - Statistical software by SAS (JMP) and IBM (SPSS)

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Course Specifications: Management Information Systems

Course Title	Management Information Systems
Course Code	BAC509A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This aim of this course is to equip the students with the skills required to conceptualize and design Management Information Systems (MIS). Students are taught to analyse and design MIS in a business environment. In addition, students are taught information search and retrieval skills, essentials of data management, data privacy, data protection and Enterprise Resource Planning (ERP) software for effective decision making. They are also introduced to applications of MIS in all functional areas in an organisation. Emphasis is given to identify, evaluate and apply solutions to critical business issues along with associated techniques for designing information systems. In addition, students are trained to create tables, forms, reports and execute queries using Structured Query Language (SQL) in database application.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Illustrate the features and benefits of Information Technology and ERP to improve managerial decision-making

CO-2. Assess data governance, data privacy and data protection in compliance with corporate policies and regulatory bodies

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CO-3. Analyse and design Information Systems for an organisation using appropriate tools and techniques

CO-4. Create tables, forms and reports and maintain a database in the database application

5. Course Contents

Unit 1 Organisations, Management and the Networked Enterprise: Managing the Digital Firm, Information Systems in the Enterprise, Data vs. Information, Strategic Role of Information in Management, Business Systems, Information Architecture and Information Technology Infrastructure, Essentials and Types of Business Information Systems, Electronic Business, Electronic Commerce and E-Governance.

Unit 2 Information Technology Infrastructure: IT Infrastructure and Platforms, Managing Data Resources, Networking Concepts, Telecommunications Networks and the Internet.

Unit 3 Organisation and Management Support Systems for the Digital Firm: Enterprise Applications and Business Process Integration, Enterprise Applications, ERP Concepts, ERP Packages, ERP Implementation, Managing Knowledge in the Digital Firm, Decision Making for the Digital Firm.

Unit 4 Data Governance, Data Privacy and Data Protection: Ethical and Social issues in the Digital Firm, Goals of Information Security, Risks to Information Systems, Security Measures, Authentication and Encryption, Digital Signatures and Digital Certificates, Ethical, Social, and Political Issues in Data Management, Privacy & Personal Data Protection Policy, Security and Control.

Unit 5 Building and Managing Information Systems: Redesigning the Organisation with Information Systems, System Development Life Cycle, Stages of the SDLC, Types of SDLC, Methodology for the Design and Analysis of Information Systems, Information systems Development, Tools and Techniques for Analysis and Design of Information System, Role of Systems and Business Analysts, Business Intelligence, Cloud Computing and Big Data, The Internet of Things (IoT), AI, Mobile Computing, Block Chain Technology, Business Value of Systems, Introduction to 5G, Introduction to Dashboards

Unit 6 Database Management System and ERP: Types of Data, Data Collecting Methods, Concept and Characteristics of Database and Database Management System, Database Lifecycle (DBLC), Data Warehouse and Data Mining, Data and Relational Models, Role of Database Administrators, Role of Database Designers, DBMS Architecture, Data Models, Categories of Data Models, Schemas, Instance, DBMS Language and Interface, Classifications of Database Management Systems, Introduction to Relational Model, Data Normalization Concepts, Structure of Relational Databases, Microsoft Access Database System, Understanding Access Objects: Objects, Tables, Queries, Forms, Reports, Modules, Creation of Tables, Designing Tables, Data Types and Indexes, Creation of Forms, Auto Forms, Main Form and Sub Form, Reports, Creation of Queries and Sorting the Records in a Database, Introduction to SQL, SQL Data Definition and Data Types, Specifying Constraints in SQL, Schema Change Statements, Basic Queries, INSERT, DELETE and UPDATE statements in SQL, Functional and Business Modules in an ERP Package.

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Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2		2	2		
CO-3			2	3	1
CO-4			3	1	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		10
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		30
1. Course Laboratory	00	
2. Computer Laboratory	30	
Others		05
1. Case Study Presentation	02	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	01	
6. Discussing Possible Innovations	01	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	

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CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Laboratory, Examination and Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment, Laboratory Exercises
7.	Group Work	Classroom Lectures, Case study Discussion
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination, Laboratory Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment, Laboratory Report
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

1. Class Notes
2. Laudon, Kenneth C. and Laudon, Jane P. (2018) *Management Information Systems – Managing the Digital Firm*, 15th edition, Prentice-Hall: India
3. Magal Simha R. (2011) *Integrated Business Processes with ERP Systems*, 1st edition, Wiley: US
4. Avi Silberschatz, Henry F. Korth and S. Sudarshan (2019) *Database System Concepts*, 7th edition, McGraw-Hill: India

2. Recommended Reading

a. O'Brien, James, A., Marakas, George M. and Ramesh Behl (2019) *Management Information Systems*, 11th edition, McGraw Hill: India

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b. Jawadekar, Waman S. (2020) *Management Information Systems*, India, 6th edition, Tata McGraw-Hill: India

3. **Magazines and Journals**
    a. Information Technology Management, Maximilian Press
    b. Silicon India, siliconindia Inc., Monthly
    c. Data Quest, Cyber Media India Ltd, Fortnightly
    d. Journal of Database Management, IGI Publishing
    e. MIS Quarterly, Management Information Systems Research Center (United States)
    f. International Journal of Information Management, Elsevier

4. **Websites**
    a. Practical Web-Based ERP Software (2019) *webERP*, Retrieved on 07 July 2022 from http://www.weberp.org/
    b. Write better code (2022) *Start with a pull request*, Retrieved on 07 July 2022 from https://github.com/features/code-review
    c. TC Sessions(2022): Robotics 2022 Retrieved on 07 July 2022 from https://techcrunch.com/events/tc-sessions-robotics-2022/

5. **Other Electronic Resources**
    a. Software: Database, MS Excel

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Course Specifications: Business Law and Corporate Governance

Course Title	Business Law and Corporate Governance
Course Code	BAC510A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Business Laws in India. Students are introduced to the rights and obligations of persons arising out of commercial transactions. The students are taught provisions of key business legislations governing business activities that facilitate them to take decisions conforming to the law of the land. Also this course emphasizes on protection of Consumers' rights. Students are familiarized with basics of corporate governance.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify fundamental legal principles in contractual agreements of business and its role in an economic, political and social context.

CO-2. Examine legal concepts and principles of the law relating to the obligations that can arise between parties in a business relationship

CO-3. Recommend legal and fiscal structure governing the different forms of business organizations.

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CO-4. Develop an ability to structure, formulate, communicate and defend arguments effectively and able to present coherent, concise legal argument to solve legal-related issues that arise in the course of carrying out business.

5. Course Contents

Unit 1 Introduction, nature, scope, objectives, Justice delivery system in India

Indian Contract Act, 1872- Essentials of Valid Contract types of Contracts, breach of contract and remedies for breach of contract, Performance of Contract, termination and discharge of contract, Special Contracts

The Sale of Goods Act, 1930- Contract Of Sale, Difference Between Sale And Agreement To Sell - Conditions And Warranties - Transfer Of Ownership In Goods Including Sale By Non-Owners - Performance Of Contract Of Sale - Unpaid Seller - Meaning And Rights Of An Unpaid Seller Against The Goods And The Buyer, Auction Sale.

Unit 2 Business Acts: Competition Act, 2002- Definitions, Competition Commission of India – its establishment and composition, Duties, Powers and functions of Commission, Penalties, Competition Advocacy, Prohibition of certain agreements, Abuse of Dominant position, and regulation of combinations

Consumer Protection Act, 1986: definition of consumer, goods and defect, consumer rights, services and deficiency, consumer forums, procedure to approach consumer forums,

Information Technology Act, 2000- Objectives, Scope, Major concepts, Role of government, Electronic records, Digital signature, Certifying authorities, Offences and penalties.

Unit 3 The Limited Liability Partnership Act, 2008 - Salient Features of LLP - Difference between LLP and Partnership, LLP and Company - LLP Agreement - Nature of LLP - Partners and Designated Partners - Incorporation Document - Incorporation by registration

Incorporation of Companies –Meaning – Promoters – their functions – Duties of Promoters – Key provisions of Companies act 1956 and 2013, Incorporation – Meaning – certification of Incorporation – Memorandum of Association – Meaning – Purpose – Alteration of Memorandum – Doctrine of Ultravires – Articles of Association - Meaning – Contents – Alteration of Article – Relationship between Articles and Memorandum, Directors, types of companies, management of companies: directors and meetings; winding up of companies

Unit 4 The Negotiable Instruments Act, 1881 - Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder-in-due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument, Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonor and discharge of negotiable instruments.

Unit 5 Corporate Governance – Corporate Governance – Evolution, practices and regulations, Triple Bottom Line , Models of Corporate Governance

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Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2	2				3
CO-3	3		3	2	
CO-4		3			2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop	00	
Others		25
1. Case Study Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	

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Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1		X	
CO-2		X	
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.
Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

1. Class Notes
2. Kuchhal M.C. and Kuchhal V., (2018), Business Law, New Delhi, Vikas Publishing
3. Kevin Keasey, Steve Thompson and Mike Wright, (2005) Corporate Governance Accountability, Enterprise and International Comparisons, John Wiley and Sons Ltd.
4. N.D.Kapoor, (2014) "Company Law" Sultan Chand & Sons, New Delhi

2. Recommended Reading

a. Aggarwal S K, (2017), Business Laws, New Delhi, Galgotia Publishers Company
b. Maheshwari S N and Maheshwari S K, (2014), Principles of Business Law, New Delhi, Himalaya Publishing House

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c. Ravinder Kumar, (2016), Legal Aspects of Business, New Delhi, Cengage Learning

3. Magazines and Journals

a. Business India
b. Business Today
c. Business World: ABP Group, Fortnightly business magazine
d. Prabandhan: Indian Journal of Management: Informatics Publishing Limited, Monthly issue
e. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited, Quarterly issue
f. Business Strategy: PwC Strategy& Inc., Quarterly issue

4. Websites

a. http://doj.gov.in/
b. www.LiveLaw.in

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Course Specifications: Corporate Finance

Course Title	Corporate Finance
Course Code	BAC511A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with formulation and implementation of financial decisions in a company. Analytical ability of students is honed through concepts to increase firm shareholder value. Students are taught concepts of cash management, inventory management, capital budgeting and cost of capital. In addition, value-based management and dividend decision will be discussed. Students are taught to evaluate tradeoff between risk and return. Further, students are taught tools and techniques to measure asset volatility and performance in the context of a corporation.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the essential principles of Financial Management
CO-2. Analyze and solve problems on cost of capital, capital budgeting, working capital
CO-3. Evaluate financial decisions with the objective of value maximization
CO-4. Develop financial techniques for solving problems related to Capital Structure

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5. Course Contents

Unit 1 Indian Financial system and Financial Markets: Salient features of Indian Financial System, Resource Mobilization, Channelization of Funds, Equity, Debt and Currency Markets, Markets for Short Term Financing requirements, Financial Sector Reforms and Financial Markets, Contemporary Issues

Unit 2 Introduction to Financial management: The role of Financial Management, Introduction, The goal of a firm, Corporate Governance, Organisation of Financial Management Function, The Business Environment, The Tax Environment, The Financial Environment.

Unit 3 Valuation: The Time Value of Money, The Valuation of Long-term securities; Bond Valuation, Preferred Stock Valuation, Common Stock Valuation, Risk and Return; Defining Risk and Return, Risk and Return in Portfolio Context, The Capital –Asset Pricing Model (CAPM), Efficient Financial Market. Flow of Funds Statements, Cash Flow forecasting, Cash flow estimates.

Unit 4 Working capital Management: Overview of Working Capital Management, Cash and Marketable, Securities Management, Accounting Receivables, and Inventory Management, Short – Term Financing.

Unit 5 Investment in Capital Assets: Capital Budgeting and Estimating Cash flows, Capital BudgetingTechniques

Unit 6 The Cost of Capital, Capital Structure, and Dividend Policy: Required Returns and the Cost of Capital,Operating and Financial Leverage, Capital Structure Determination, Dividend Policy

Unit 7 Intermediate and Long-Term Financing: The Capital Market, Long-Term Debt, Preferred Stock, andCommon Stock, Term Loans and Leases

Course Map (CO-PO Map)

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2		2	2
	CO-2	1	3		3	
	CO-3	2	3	1		2
	CO-4				3	1

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	05	

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2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		05
1. Course Laboratory	05	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		25
1. Case Study Presentation	05	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Financial Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent u	**SC1**	**SC2**	
Subcomponent Type u	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks u	**25**	**25**	
CO-1	Ð	Ð	Ð
CO-2	Ð	Ð	Ð
CO-3	Ð	Ð	Ð
CO-4	Ð	Ð	Ð
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

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8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. **Essential Reading**
   a. Class Notes
   b. Van Horne, James C and Wachowicz, John M (2015) Fundamentals of Financial Management, 13th edition, Pearson Education India
2. **Recommended Reading**
   a. Brealey, R. and Myers, S. (2014) Principles of corporate Finance. 7th edition, McGraw Hill.
   b. Gitman, L. and Zutter, C. (2012) Principles of Managerial Finance. 13th Edition, Prentice Hall.
   c. Keown, A., Martin, J. and Petty, W. (2017) Foundations of Finance. 9th Edition, PearsonEducation Limited.
3. **Magazines and Journals**
   a. The Economist
   b. CFO magazine
   c. E-Journal of Management Accounting Research, American Accounting Association
   d. Chartered Secretary, CSA publications
   e. Finance India, Review Publishing Company Ltd
   f. Forbes India – Reliance Industries, Monthly
   g. Business India - Fortnightly
   h. Business Today – Bi-weekly

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4. Websites

a. https://exinfm.com/training/video_finance_lessons.htm, Retrieved on 8th July 2022 from https://exinfm.com
b. http://www.quickmba.com/finance/, Retrieved on 8th July 2022 from www.quickmba.com
c. https://www.economist.com/the-world-this-week, Retrieved on 8th July 2022 from www. economist.com
d. https://www.ft.com/markets, Retrieved on 8th July 2022 from www. ft.com

5. Other Electronic Resources

a. Software: MS Excel

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Course Specifications: Innovation and Entrepreneurship

Course Title	Innovation and Entrepreneurship
Course Code	BAC512A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of course is to impart comprehensive knowledge of an innovative and entrepreneurial ecosystem. The students are encouraged to develop entrepreneurial spirit by imparting skills to start-up, grow and sustain an enterprise. This course emphasizes on igniting the innovation thought process, thereby leading to new business ventures. Students will be trained to prepare and pitch a business plan to investors using lean canvas model.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programmee Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify the concepts and process of entrepreneurship
CO-2. Analyse laws and regulations pertaining to innovative ideas for the creation and management of Business venture
CO-3. Evaluate the financial ecosystem for start-ups
CO-4. Develop a viable business plan for the investors' appraisal

5. Course Contents

Unit 1 (Entrepreneur & Entrepreneurship): Meaning of Entrepreneur, Evolution of the concept, Functions of an Entrepreneur, Entrepreneurial process, Types of Entrepreneurships - Social entrepreneurship, Rural entrepreneurship, Key Elements in an Entrepreneur's Background, Key Entrepreneurial Feelings and Motivations - Role Models and Support Systems - MSME Policies. Make-In India, Start-Up India, Stand-Up India,

Unit 2 Laws and Regulations: Intellectual Property Rights of a New Venture, Process for Filing Patent, Trademark, Copyrights, Protection of Venture's Trade Secrets Through Licensing, Geographical Indicators, Design Act, internal Auditing Processes - Contracts, Insurance, and Product Safety and Liability

Unit 3 Innovation and Creativity: Types of Innovations. Identify Various Sources of Ideas for New Ventures - Methods Available for Generating New Venture Ideas - Creativity, Design Thinking and the Techniques for Creative Problem Solving. Aspects of the Product Planning and Development Process.

Unit 4 Creating and Managing New Venture: Creating Opportunities, Resources, Role of New Ventures and Small Businesses in the Economy, Types of Entry Strategies, Feasibility Analysis and Launching a New Venture. Generic Strategies, Strategies for Expansion, Joint Ventures, Acquisitions, Mergers, Franchising,

Unit 5 Raising Capital and financial ecosystem for the Start-up Ventures: Financial Need, New Venture Financials and Business Valuation, Sources of Funds for Enterprises, Financial Aspect of Business Plan - Preparation for Generating Funds. Bootstrapping, Banks, Angel finance, Venture Capitalist, Private Equity, Crowd Funding, Online platforms and Informal Risk Capital.

Unit 6 The Business plan: Business Plan, Scope and Value of the Business Plan to Investors, Lenders, Employees, Suppliers, and Customers, Critical Section of the Business Plan, Step-By-Step Explanation of the Business Plan, Monitor the Business Plan, Monitor the Business Plan, Marketing Plan, Organizational Plan, Financial Plan. Preparation of lean canvas Model, Project Report Preparation, Preparation and Pitching Business plan to investors.

Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	2	2	2	2	2
CO-2	2	2	2	2	3
CO-3	3	3	2	2	3
CO-4	3	3	3	3	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	

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2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		05
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Entrepreneurial Workshops	05	
Others		20
1. Case Study Presentation	04	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	04	
6. Discussing Possible Innovations	04	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following

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teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Class room lectures, Brainstorming Sessions
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment, Brainstorming Sessions
4.	Analytical Skills	Class room, assignment, examination
5.	Problem Solving Skills	Assignment, examination
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Case study and group discussions
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Assignment and Group Discussion
15.	Leadership Skills	Group discussions and Case study

9. Course Resources

1. Essential Reading

1. Course Notes
2. Hisrich, R., Peters, M. and Shepherd, D., 2020. *Entrepreneurship*. 11th ed. McGraw Hill.
3. Innovation textbooks and Venture Capital reference material

2. Recommended Reading

a. Charantimath, P., 2018. *Entrepreneurship development and small business enterprises*. 3rd ed. Belgaum, India: Pearson Education.
b. Roy, R., 2020. *Entrepreneurship*. 3rd ed. Noida: Oxford University Press.
c. Innovation textbooks and venture capital

3. Magazines and Journals

a. Business World: ABP Group - Fortnightly business magazine
b. Business Today
c. Business World
d. Journal of Small Business Management , Blackwell publishing- yearly
e. Business Strategy: PwC Strategy & Inc. - Quarterly issue
f. International Journal of Entrepreneurship – Sage Publications
g. The International Journal of Entrepreneurship and Innovation - Sage Publications
h. International Journal of Entrepreneurship and Small Business - Inderscience Enterprises Ltd.

4. Websites

a. India, S., 2022. *Homepage*. [online] Start-up India. Available at: <https://www.startupindia.gov.in/> [Accessed 10 July 2022].
b. Allsharktank, Products., 2022. *Homepage*. [online] All Shark Tank Products. Available at: <https://www.allsharktankproducts.com/>

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[Accessed 10 July 2022].

c. India, M., 2022. *Make In India*. [online] Makeinindia.com. Available at: <https://www.makeinindia.com/> [Accessed 10 July 2022].

d. Funds seeking and crowd sourcing websites

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Course Specifications: Industry Internship

Course Title	Industry Internship
Course Code	BAI513A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of the course is to make a student experience an industry or business environment. The students are provided opportunity to explore career interests, acquire and apply knowledge and skills learned in the classrooms at work place setting. Students are provided opportunities for building competencies for a specific profession or occupation. Students are given opportunity to work as interns and complete assigned company work. In addition, the student should develop a report and make a presentation on his/her experience at the industry/business.

2. Course Size and Credits:

Number of Credits	08
Credit Structure (Lecture: Tutorial: Practical)	0:0:16
Total Hours of Interaction	250
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply organization structure theory to the company or organisation
CO-2. Analyse and evaluate classroom concepts in a work environment.
CO-3. Develop professional working knowledge for a specific profession or occupation
CO-4. Develop relevant skills for Leadership Impact

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5. Course Contents

Industry Internship in the relevant organization

Internships are educational and career development opportunities, providing practical experience in a field or discipline. They are structured, short-term, supervised placements often focused around particular tasks or projects with defined timescales. An internship may be compensated, non-compensated or some time may be paid. The internship has to be meaningful and mutually beneficial to the intern and the organization. It is important that the objectives and the activities of the internship program are clearly defined and understood.

In general, following are the intended objectives of internship training:
- Will expose technical students to the industrial environment, which cannot be simulated in the classroom and hence creating competent professionals for the industry.
- Provide possible opportunities to learn, understand and sharpen the real time technical / managerial skills required at the job.
- Exposure to the current technological developments relevant to the subject area of training.
- Experience gained from the 'Industrial Internship' in classroom will be used in classroom discussions.
- Create conditions conducive to the quest for knowledge and its applicability on the job.

A student is advised to select an organization for internship pertaining to the field of chosen specialization. A student can focus his/her study in the field on specialization such as finance, marketing, etc. The internee is advised to select a section or unit of a large / reputed organization for work. An internee should do extensive work on work allotted by the industry supervisor and prepare recommendations for areas of improvement. The internship report at the end of the internship period must give all information with regard to the learning, observations and results accomplished during the internship period.

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcome	CO-1	3	2			2
	CO-2	2	3			3
	CO-3	2		2	3	
	CO-4		2	3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Industry Internship	Field Work	160
	Report Writing	40
	Presentation Preparations	40
	Evaluation of Report and Presentations	10
	Total	**250**

8. Course Assessment and Reassessment

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The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: CE (50% Weightage)	Component 2: SEE (50% Weightage)
Subcomponent ▶	SC1	SEE
Subcomponent Type ▶	Presentation	Internship Report
Maximum Marks ▶	50	50
CO-1	×	×
CO-2	×	×
CO-3	×	×
CO-4	×	×

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Internship
2.	Understanding	Internship
3.	Critical Skills	Internship
4.	Analytical Skills	Internship
5.	Problem Solving Skills	Internship
6.	Practical Skills	Internship
7.	Group Work	Internship
8.	Self-Learning	Internship
9.	Written Communication Skills	Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Interaction with staff of the organization
13.	Information Management	Report
14.	Leadership Skills	Effective management of learning, time management, achieving the learning outcomes

10. Course Resources

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5. Essential Reading

a. Organization website and Literature provided by the organisation

b. Discussions with stakeholders e.g. Faculty Supervisor, Company representatives

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Course Specifications: Product Management and Services Marketing

Course Title	Product Management and Services Marketing
Course Code	BAE511A
Course Type	Specialization Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of product management and services marketing in an organization. Student are taught new product development, product launch, and marketing of a product or products at all stages of the product lifecycle. Students are also taught services marketing mix strategies and trained to develop service quality models.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1 Identify the fundamental aspects of product management.
CO-2 Examine the concepts of new product development.
CO-3 Recommend segmentation needs and propose a positioning statement and analyses the service quality framework by analyzing service gaps
CO-4 Develop a service marketing model

5. Course Contents

Unit 1 Product Management: Product management overview, Levels of products, classification of products, consumer products, business products, product lines and product mix, factors influencing

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change in product mix, product strategies

Unit 2 New Product development: Importance of new products, new product development process, product life cycle, strategies during introduction of new products, causes for new product failures, consumer adoption process

Unit 3: Introduction to services marketing: Introduction to services marketing - Evolution and growth of service sector – Nature and Scope of Services – Unique characteristics of services - Challenges and issues in Services Marketing, Service Marketing Expanded Marketing Mix and STP, Classification of services – Expanded marketing mix –Service marketing – Environment and trends – Service market segmentation, targeting and positioning.

Unit 4 **Service Design, GAP model and Services Marketing Strategies: Service** Life Cycle – New service development – Service Blue Printing – GAP's model of service, quality – Measuring service quality – SERVQUAL,

Unit 5 **Service Delivery and Promotion:** Designing service delivery, importance CRM and technology in services delivery service recovery, Service Channel – Pricing of services, methods – Service marketing triangle - Integrated Services marketing communication, Services Marketing Strategies in Various Sectors: Service Marketing Strategies and service leadership for – Financial services, Hospital -Tourism , Educational services.

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	3		2	2
	CO-2	1	3		3	
	CO-3	2	3			1
	CO-4			1	3	2

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos		
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer	05	
Numeracy		12
1. Solving Numerical Problems	12	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop	00	
Others		28
1. Case Study Discussion / Presentation	10	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	07	
5. Group Discussions	10	

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6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2) COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Program Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Case discussions, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case discussions
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations

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11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

9. Course Resources

1. Essential Reading

a. Course notes
b. Panda T K (2017), *Product and Brand Management* 7th edition, Oxford Higher Education.
c. Christopher Lovelock, Jayanta Chatterjee, Gopal Das (2015), *Essentials of Services Marketing* 3rd Pearson Education
d. Valarie A. Zeithaml (2018), *Services Marketing - Integrating Customer Focus Across the Firm*,2nd edition, Tata McGraw Hill
e. Srinivasan R (2010), *Services Marketing: The Indian Context*, 2nd edition, Printice Hall Education.

2. Recommended Reading

a. Mujumdar R (2017*), Product Management* 3rd edition, PHI. 3rd Elliot Richard and Percy Larry (2007) Strategic brand management, 12th edition, Oxford University press
b. Kotler Philip and Keller Kevin Lane. (2017) *Marketing Management*, 15th edition, Pearson Education
c. *Bitner and Dwayne Gremler (2018), Services Marketing: Integrating Customer Focus Across the Firm,* 7th Edition, Mac Graw Hill publishing
d. Douglas Hoffman K, John E.G. Bateson (2017), *Services Marketing Concepts Strategies & Cases,* 5th edition, Cengage India Publishing

3. Magazines and Journals

a. *International Journal of Brand Management*, Emerald Publishing Company.
b. *Journal of brand management*, Palgrave Macmillan Ltd.
c. *Journal of Service Marketing*, Emerald Publishing Company.
d. *Journal of financial service marketing*, Palgrave Macmillan Ltd.
e. *Product Management Today* (TMT)- Magazine
f. *B2B Product Manager*, Magazine
g. Bostan Product Management

4. Websites

a. Hojda, V. (2020) *The top 50 product management blogs and publications, Product Management Resources | Roadmunk*. Available at: https://roadmunk.com/guides/product-management-blogs-publications-product-managers/ (Accessed: July 15, 2022)
b. *Magazine, Product Management Today*. Available at: https://www.productmanagementtoday.com/magazine/ (Accessed: July 15, 2022).

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Course Specifications: Consumer Behaviour and Retail Marketing

Course Title	Consumer Behaviour and Retail Marketing
Course Code	BAE512A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of consumer behavior. Students are introduced to the consumer behavior environment. Students are familiarized with retail buying behavior, organizational buying behavior, consumer decision-making process and models of buying behaviour. Students are also trained to analyse the concepts as well as models of consumer behavior and their inter-relationships with marketing strategies. Further, it deals with essentials of Retail Marketing. It encompass retail formats and retail market, location, merchandise and distribution strategies. It also emphasizes on customer relationship management and retail marketing.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply key concepts of Consumer Behaviour for Decision-Making
CO-2. Analyze and Synthesize factors (psychological, environmental and sociological) Influencing Consumer Decision-Making
CO-3. Evaluate Retail Marketing management and Customer Relationship Management strategies
CO-4. Develop innovative Value-Driven Consumer-Centric Retail Marketing Strategies

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5. Course Contents

Unit 1 Introduction to Consumer Behaviour: Consumer Behaviour's impact on Marketing Strategies, Models of Consumer Behavior, Consumer Decision-Making, Buying and Disposing, Consumer Research, Organisational Buying Behaviour

Unit 2 Psychological and Sociological Influences on Consumer Behaviour: Perception, Perceived Risk, Learning and Memory, Motivation, Personality and Self-concept, Consumer Attitude Formation and Change, Consumers in their Social and Cultural Settings, Role of Reference Groups and Word-of-Mouth, Consumer Adoption and Diffusion

Unit 3: Introduction to the world of Retailing: Meaning, Importance of Retailing, Opportunities in Retailing, The Retail Management Decision Process, Trends in Retail Industry, Retailer Characteristics, Types of Retailers, Services Retailing, Types Of Ownership, Retail Formats in Store-Based And Non-Store Retailing, Multi-Channel Retailing, Omni-Channel Retailing, Retailing in Global Markets, Technology In Retail

Unit 4: Retail Strategic Planning, Retail Merchandising, Retail store location, Store Layout , Retail Operations: Strategic Retail Planning Process, Organising the Buying Process by Categories, Merchandise Buying Process, Merchandise Planning, Category Management, Retail Store Location, Store Layout and Design, Retail Store Operations

Unit 5: Customer Relationship Management: Strategic Imperatives, Customer Pyramid, Concepts of Customer Value, Analytical CRM (Traditional Marketing Metrics; Strategic Customer-Based Value Metrics), CRM in B2B Context

Unit 6 Retail Store Pricing and Retail Communications Mix: Introduction, Pricing Strategies, Approaches for setting prices, Price adjustments, Introduction to Retail Communications Mix, Retail communications channels and their integration to achieve retail marketing objectives

Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcome	CO-1	3	2			
	CO-2	2	3		3	
	CO-3	2			3	2
	CO-4	2		3		3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		70
Demonstrations		03
1. Demonstration using Videos	03	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		0
1. Solving Numerical Problems	00	

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Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop	00	
Others		07
1. Case Study Presentation	05	
2. Guest Lecture	01	
3. Industry / Field Visit	01	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		05
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Marketing Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent ▶	**SC1**	**SC2**	
Subcomponent Type ▶	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks ▶	**25**	**25**	
CO-1	×	×	×
CO-2	×	×	×
CO-3		×	×
CO-4		×	×
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

a. Course notes

b. Leon Schiffman, Joseph Wisenblit, Ramesh Kumar – Consumer Behaviour, Pearson Education, 10th Edition

c. Levi. Michael, Weitz. Rarton A and Grewal. Dhruv (2019) Retail Management, 10e, McGraw-Hill Education (India) Private Limited. New Delhi

d. Berman. Barry and Evans. Joel (2018) Retail Management – A strategic Approach, 12e, Prentice Hall India

e. Kumar, V., & Reinartz, W. (2018). *Customer relationship management*. Springer-Verlag GmbH Germany, part of Springer Nature 2006, 2012, 2018.

2. Recommended Reading

a. Roger D. Blackwell, Paul W. Miniard, et al., Consumer Behaviour, Cengage India Private Limited, 10th Edition

b. Del Hawkins, Roger Best, Kenneth Coney and Amit Mookerjee , Consumer Behaviour, Tata McGraw Hill, 9th Edition

3. Magazines, Periodicals and Journals

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Course Specifications

Course: Sales and Distribution Management

Course Title	Sales and Distribution Management
Course Code	BAE513A
Course Type	Specialisation Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of sales and distribution management. Students are taught sales and distribution concepts. Students are also taught the concepts of selling process, channel management, trends in distribution, logistics and supply chain management, and their importance for effective sales and distribution management.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply knowledge of Sales theories and practices to solve real-world sales challenges
CO-2. Analyze impact of various factors influencing the planning, formulation and implementation of Sales Strategies
CO-3. Evaluate supply chain and related concepts and strategies required for effective planning of optimal Distribution Networks
CO-4. Propose appropriate Value-based Sales and Distribution Models for a product or service for effective leadership in Sales and Distribution Teams

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5. Course Contents

Unit 1 Introduction to Sales Management: Introduction to sales management, Evolution, Nature and Importance of Sales Management, Role of Sales Management in Marketing, Sales Responsibilities, Importance of Personal Selling, Modern Roles and Required Skills for Sales Managers, Levels of Sales Management Positions, Careers in Sales Management, Emerging Trends in Sales Management

Unit 2 Sales Strategies and Sales Organisation: Sales Objectives, Sales Tactics, Sales Planning, Sales Forecasting and Sales Budgeting, Sales Metrics, Sales Strategies, Concepts of Sales Organization, Purpose of Sales Organization, Types and characteristics of Sales Organizations, influencing factors, Key Account sales

Unit 3: Management of the Sales Force and Sales Leadership: Structure of the Sales Force, Recruiting, Selecting and Training the sales force, Sales Coaching, Territory Management, Sales Territories and Sales quotas, Compensating sales force, Motivating the sales force, Controlling the sales force, Evaluating the sales force, Sales Analytics, Selling concepts, Selling skills, Selling process and Sales Cycle, Selling Techniques, Sales Negotiation, Sales Leadership

Unit 4 Channel Management and Logistics Strategies : Introduction to Distribution Channels, Role of Intermediaries, Nature and importance of Marketing channels, Channel Functions, Channel Levels, Wholesaling, Retailing, Types of Channels, New Trends in Distribution such as B2B and B2C Ecommerce , Global Distribution Channels, Multi-channel and Omnichannel Distribution, Channel power, Channel Conflict, Ethical concerns in Sales and Distribution, Vertical Marketing Systems, Innovations in Marketing Systems, Channel Design Decisions, Channel Management Decisions

Unit 5 Logistics and Supply Chain strategies: Logistics and Supply Chain related Strategies: Introduction to Logistic Management, Goals of Logistics system, Logistics Functions, Transportation Modes, Integrated Logistics Management, Controllable Elements in a Logistics System, Transportation Planning and Selection, Planning the Logistics Network, Overview of Supply Chains, Reverse Logistics, Inventory Management, Warehouse management, Role of IT in Logistics and Supply Chain

Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	1		2		3
	CO-2		2		2	3
	CO-3	2	2		3	
	CO-4	2			2	3

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		10
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	

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Numeracy		0
1. Solving Numerical Problems	00	
Practical Work		
1. Course Laboratory – MS OFFICE	00	
2. Computer Laboratory	00	
Others		20
1. Case Study Presentation	05	
2. Guest Lecture	03	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	03	
6. Discussing Possible Innovations	03	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Marketing Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

a. Course notes

b. Krishna Havaldar and Vasant Cavale , (2011), Sales and Distribution Management, Tata McGraw Hill Education Private Limited, 2nd Edition

c. Richard R. Still, Edward W. Cundiff and Noman A.P. Govani (2010), Sales Management - Decisions, Strategies and Cases, 5th edition. New Delhi, Phi Learning

d. Bert Rosenbloom, Marketing Channels, 7th Edition, Cengage learning,

2. Recommended Reading

a. Thomas N. Ingram, Raymond W. LaForge et al, Sales Management – Analysis and Decision Making, South Western, 6th Edition

b. Magazines, Periodica Chopra, S., Meindl, P. and Kalra, D.V. (2016) *Supply Chain Management*, 6th edition, Pearson Education.

3. Magazines and Journals

a. Harvard Business Review, Harvard Business School Press, Alternate Months

b. **Journal of Personal Selling & Sales Management (JPSSM): Published by the American Marketing Association (AMA).**

c. **International Journal of Retail & Distribution Management (IJRDM): Published by Emerald Publishing.**

d. **Journal of Supply Chain Management (JSCM): Published by John Wiley & Sons.**

e. Supply Chain Management, Emerald Group Publishing Ltd.

f. Journal of Supply Chain Management, Wiley-Blackwell

4. Websites

a. https://swayam.gov.in/nc_details/NPTEL

b. Supply Chain Today, Retrieved on 11 July 2022 from https://www.supplychaintoday.com/

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Course Specifications: Digital Marketing and Digital Marketing Analytics

Course Title	**Digital Marketing and Digital Marketing Analytics**
Course Code	BAE514A
Course Type	Specialization - Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the theory and practice of conducting sales and marketing on digital platforms. It enables students to create digital marketing strategy and apply appropriate digital marketing tactics for a firm/ organization/ individual business and gives the students an opportunity to develop the required skills. Students are taught to apply Search Engine Optimisation (SEO), Display / Banner advertisements, Design website for marketing, email marketing strategy, mobile marketing, and Social Media Marketing.

In addition, students are introduced to important analytics applicable for digital marketing practice. Social media analytics is about converting unstructured social media data into useful business insights. This course also deals with how social media data can be used to arrive at appropriate insights and take necessary actions.
This course involves concepts, techniques, and tools used to extract business insights from social media that helps generate leads, drive traffic, increase brand loyalty, and enables timely and good business decisions. The social media analytics covered would encompass Analytics of – Texts, Actions, Networks, Hyperlinks

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

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After the successful completion of this course, the student will be able to:

- **CO-1.** Apply Analytics driven Search engine Optimization and Search Engine advertising strategy (Search Engine Marketing)
- **CO-2.** Analyze Competitors websites and propose an appropriate website design for a business
- **CO-3.** Evaluate and choose User-Centric Email Marketing campaigns, Mobile Marketing and Social Media Marketing campaign using Analytics
- **CO-4.** Create / develop a Comprehensive Digital Marketing Strategy for a chosen business

5. Course Contents

Unit 1 Introduction To Digital Marketing Strategy: Online Vs. Traditional Marketing, Changing Online Marketing Landscape, Customer Purchase Funnel, Introduction To Customer Journey Maps, Introduction To Digital Marketing Tactics – Search Engine Optimisation (SEO) , Pay Per Click, Per Mile and Per Conversion Advertisements, Mobile Marketing, Affiliate Marketing, Website for Marketing, Emails for Marketing, Social Media Marketing, Digital Marketing Analytics.

Unit 2 Search Engine Optimisation - SEO: Introduction to Working of Search Engine, Importance of Need to Stay on Top in Online Search, Keyword Generation Tactics (Manual And Software Based) , SEO – White Hat and Black Hat Practices, On Page SEO and Off Page SEO Strategy. Use Analytics and Tools Required To Analyse Page Ranks And Hyperlinks and Create A SEO Strategy.

Unit 3 Paid Advertisements: Creating Campaigns, Pay per Click, Pay per Mile And Pay per Conversion, Banner Advertisements – For Multiple Devices including Mobile Devices, Bidding Strategies.

Unit 4 Email Marketing and Mobile Marketing: Importance of Emails in Digital Marketing, Email Lists, Opt –Ins, Elements of A Good Email Campaign, Funnel Of E – Mail Conversion, Return On Investments On Email Campaign, Essentials Of Mobile Marketing

Unit 5 Social Media Marketing: Competitor Analysis, Media Strategy, Content Strategy, Marketing Using Facebook, Introduction To Twitter, Linkedin, Pinterest, Instagram, CRM.
An Introduction To Social Networks And Their Characteristics Like Strong And Weak Relationships, , Influential Nodes (E.G., People And Organizations) And Their Position In The Network.
Social Media Analytics – Involves Extracting, Analyzing And Interpreting The Actions Performed By Social Media Users, Such As Likes, Dislikes, Shares, Mentions, and Endorsement (Social Listening). Analyzing Social Media Sentiments Post Social Media Campaigns To Change Business Tactics Appropriately

Unit 6 Legal And Ethical Issues Of Digital Marketing: Legal And Ethical Aspects Governing Digital And Social Media Marketing

Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcome	CO-1	3	2			2
	CO-2	2	3			2

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	CO-3		2		3	2
	CO-4	2		2	3	2

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		10
1. Demonstration using Videos	10	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		15
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		20
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	00	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Marketing Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			

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CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

a. Class Notes

b. Bhatia P S, *Fundamentals of Digital Marketing*, 2nd Edition, Pearson Education (India)

c. Gohar .F. Khan (2015), *Seven layers of Social media Analytics: Mining Business Insights from Social Media*, CreateSpace Independent Publishing Platform (2015)

2. Recommended Reading

a. Urban Glen L (2004), *Digital Marketing Strategy –Text and cases*, Pearson Prentice Hall

b. Seema Gupta (2018), *Digital Marketing*, McGraw Hill Education (India)

c. David Easley and Jon Kleinberg , *Networks, Crowds and Markets*, Cambridge University Press, 2010

3. Magazines and Journals

a. http://digitalmarketingmagazine.co.uk/

b. https://www.thedrum.com/location/india

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c. Journal of Interactive Marketing, SAGE Publications
d. Journal of Digital and Social Media Marketing, Henry Stewart Publications
e. International Journal of Internet Marketing and Advertising, InderScience Publishers

4. Websites

a. 7-tips-to-do-brand-awareness-through-digital-marketing-in-2022(2022), Retrieved on 13th July 2022 from https://digitalmarketingtrends.in/
b. Marketers-here-what-the-new-age-consumer-really-cares-about (2022), Retrieved on 13th July 2022 from https://www.thedrum.com/
c. Unlock a new world of unstructured data analysis (2022), Retrieved on 13th July 2022 from https://www.lexalytics.com/semantria/excel
d. EFQM Web Document (2022) N.A., *Improving Organizations*, Retrieved on 03 July 2022 from http:// www.efqm.org
e. ISIXSIGMA (2022) N.A., *Six Sigma Resources*, Retrieved on 03 July 2022 from http://www.isixsigma.com/me/tqm/
f. Business Balls (2022) N.A., Performance and Talent Management, Retrieved on 03 July 2022 from http://www.businessballs.com/qualitymanagement.htm
g. https://nodexl.com/
h. www.hootsuite.com/
i. www.vosonlab.net
j. https://developers.google.com/apps-script/advanced/fusion-tables
k. trends.google.com
l. https://neilpatel.com/
m. www.emarketeer.com
n. https://techcrunch.com/

5. Other Electronic Resources

a. Software: MS Excel
b. Six Sigma Suite

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Course Specifications: Group Project

Course Title	Group Project
Course Code	BAP601A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to apply and synergise the learning outcomes of M.B.A. Programme through a group project. The group project focuses on the application of appropriate management practices and use of relevant university resources and departments for definition and execution of the project. In addition, this course enables the student to gain practical experience of working in a project mode, requiring interactions with the domain specialist to meet the managerial challenges of the project undertaken. The significant feature of the project will be the demonstration of its applicability and quantification of benefits.

2. Course Size and Credits:

Number of credits	05
Credit Structure (Lecture: Tutorial: Practical)	00:01:04
Total hours of interaction during the semester	145
Number of semester weeks	15
Department responsible	Management Studies and Commerce
Course marks	Total Marks : 100
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

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CO1: Work in a team and undertake a project in their area of specialization
CO2: Apply the management principles for executing the project
CO3: Apply appropriate research methodology while formulating a project
CO4: Analyse data, report findings and recommend appropriate solutions to resolve the problem
CO5: Develop a video which explains the project, exhibit, make a presentation and document the work

5. Course Contents

Course Content (Indicative)
Need for undertaking a project, project specifications, Strategy analysis, and presentation Project Management, Project Development, Project Validation, Project Evaluation, Exhibition, Presentation, Team building, Team work, Leadership skills

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1					3
	CO-2	3	2			
	CO-3	2	3			
	CO-4		3		2	
	CO-5				3	2

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Critical Review, Problem Formulation and stating Objectives	Reading Journal papers , books and other relevant materials and problem formulation	25
	Presentation to Reviewers	5
Data collection for problem solving	Group work with supervisors guidance	35
Analysis and conclusions	Group work with supervisors guidance	35
Video creation, Presentation, Thesis/Report Writing and Viva Voce		
	Thesis/Report writing - Group	30
	Project Exhibition and Video creation - Group	10
	Presentations	5
	Total	145
Note: The above time calculation is for a group of 5 students and can be modified depending on the number of students. The project chosen should justify the time allotted.		

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the

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Programme Specifications document pertaining to the B.Tech. (Electronics and Communication Engineering) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE, COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
Subcomponent	**CE - SC1 (50 %)**	**SEE (50%)**
Subcomponent Type	**Presentation and Exhibition**	**Project Report**
Maximum Marks	**25**	**25**
CO-1	X	
CO-2	X	
CO-3		X
CO-4		X
CO-5	X	

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving Leaning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Literature Review and group Interactions
2.	Understanding	Literature Review and group Interactions
3.	Critical Skills	Assignment - (problem identification)
4.	Analytical Skills	Assignment (data analysis)
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Assignment
8.	Self-Learning	Assignment
9.	Written Communication Skills	Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioural Skills	Assignment
13.	Information Management	Report
14.	Leadership Skills	Assignment

10. Course Resources

a) Essential Reading- Relevant papers and articles

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Course Specifications: MBA Dissertation and Publication

Course Title	MBA Dissertation and Publication
Course Code	BAP602A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to give an insight to the students on application of principles of research methodology, preparation of research project proposal, research project management, execution of research project and effective technical communication and presentation. It also emphasizes the need and the relevance of a structured approach to identify a research topic and undertake research. This module provides an opportunity for students to apply theories and techniques learnt during program work. The student is also required to submit the paper to a conference approved by the department and make a presentation to the examiners in the faculty.

2. Course Size and Credits:

Number of credits	14
Credit Structure (Lecture: Tutorial: Practical)	01:01:12
Total hours of interaction during the semester	400
Number of semester weeks	15
Department responsible	Management Studies/ Commerce
Course marks	Total Marks : 200
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

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4. Course Outcomes

After undergoing this course students will be able to:

CO1: Critically review scholarly literature collected from various sources for the project purpose and formulate a research problem
CO2: Prepare and present a research proposal
CO3: Conduct research to achieve research objectives
CO4: Propose new ideas/methodologies or procedures for further improvement of the research undertaken
CO5: Create research document and write and submit research papers for publication in reputed journals

5. Course Contents

Course Content (Indicative)
Research Methodology : Information search, retrieval and review Use of conceptual models and frameworks Problem solving , Evaluation Interpretations , drawing conclusions Proposing ideas or methods for further work Thesis writing Oral presentation Authoring Research paper Presentation and Analysis of data Interpretation of data in a conference or in SCOPUS indexed /UGC Care journals

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			2	
	CO-2				3	2
	CO-3	2	3	2		
	CO-4		3	2		
	CO-5				3	2

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Information search, retrieval and review, Project definition and project planning	ReadingJournalpapers, booksand otherrelevant materialsandproblem formulation	150
Use of conceptual models and Frameworks	Individual work with supervisors guidance	50
Problem solving and Evaluation	Individual work with supervisors guidance	50
Interpretations and drawing Conclusions	Individual work with supervisors guidance	50
Proposing ideas or methods for further work	Individual work with supervisors guidance	20

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Create research document and write research papers for publications	Thesis/Report writing/Presentation	20
	Authoring research paper/Publication	20
Defend the research findings in front of scholarly audience	Presentation Preparation	20
Tests/Examinations/presentations preparation		20
	Total	400

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

	Component 1: CE (50% Weightage)		
Subcomponent	**SC1**	**SC2**	**Semester End Examination: SEE (50% weightage)**
Subcomponent Type	**Interim and Final Report Presentation**	**Paper Development and Upload**	**Report**
Maximum Marks	**50**	**50**	**100**
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4	X	X	X
CO-5	X	X	X

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving Cos

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Thesis
2.	Understanding	Thesis
3.	Critical Skills	Thesis

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4.	Analytical Skills	Thesis
5.	Problem Solving Skills	Thesis
6.	Practical Skills	Thesis
7.	Group Work	---
8.	Self-Learning	Thesis
9.	Written Communication Skills	Report writing
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioural Skills	Thesis
13.	Information Management	Thesis
14.	Leadership Skills	Thesis

10. Course Resources

a. **Essential Reading**

1. Booth W. C, Colomb and G.G Williams. (2005) The Craft of Research, Chicago University Press
2. Willium M.K and Trochim. (2003)Research Methods, 2nd Edition, Biztantra Publications
3. Jonathan Grix. (2004) The Foundation of Research, Palgrave Study Guides

b. **Recommended Reading**

1. Wisker Gina. (2001) The Post Graduate Research Handbook, Palgrave
2. Rugg G. and Petre M. (2004) The Unwritten Rules of Ph.D research, Open University

c. Magazines and Journals

1. **Websites – Google Scholar**
2. **Other Electronic Resources- EBSCO, Google Scholar**

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RAMAIAH UNIVERSITY OF APPLIED SCIENCES

Programme Specifications

M.B.A. (Operations Management) Degree Programme

Programme Code: 101

Faculty of Management and Commerce

Batch 2022-2023 Onwards

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University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) focuses on student-centric professional education and motivates its staff as well as students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

To be an institute of excellence imparting Management Education for various Stakeholders to be Co-creators, Leaders and Entrepreneurs for Societal and Global Prosperity

Mission

M1. To inculcate life-long learning attribute through contemporary Pedagogical Techniques and Assessment

M2. To cultivate critical thinking capabilities and promote multidisciplinary research for contextual problem solving through a scientific approach

M3. To instill innovative Business Practices and Entrepreneurial Intentions for Sustainable Growth and Outreach

M4. To develop Leaders with a holistic mindset sensible to humanity and Society

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences
5. To instill the spirit of entrepreneurship in our youth ~~to~~ and help to create ~~more~~ career opportunities in the society by incubating and nurturing technology product ideas, and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with Universities, Industries, Businesses, Research Establishments, NGOs, International Organizations, Governmental Organizations in India and Abroad to enrich the experiences of faculties and students through research and developmental programmes

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Programme Specifications: M.B.A. (Operations Management)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	101
Programme Name	M.B.A. (Operations Management)
Dean (I/C) of the Faculty	Dr. K.M. Sharath Kumar
Head of the Department	Dr. K.M. Sharath Kumar

1. **Title of the Award:** M.B.A. (Operations Management)
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** October 2023
7. **Date of Programme Approval by the Academic Council of MSRUAS:** November 2023
8. **Next Review Date:** September 2025
9. **Programme Approving Regulating Body and Date of Approval:** All India Council for Technical Education, New Delhi, 24-May-2023
10. **Programme Accredited Body and Date of Accreditation:** Not Applicable
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** Not Applicable
14. **Rationale for the Programme**

    Operations Management deals with transformation process of input resources into goods or services. Globally, Operations Management account for more than 60 per cent of cash outflow as it is deemed as a domain neutral specialization. Operations Manager deals with devising strategies, designing processes, planning and controlling of scarce resources. Due to opening of global markets, managing operations for diverse organisations is becoming complex. According to Deloitte's report, availability of high-quality human talent to manage operations is viewed as a critical competitiveness driver. Moreover, organisations are strategically moving their operations closer to their end markets in order to reduce costs and risks.

    Based on competitiveness index survey, emerging markets like India is considered as one of the competitive regions for conducting business. Due to this unprecedented growth, there exists an ample scope for adapting to effective Operations Management practices to improve performance. In particular, Bengaluru houses world class companies like Toyota, Capgemini, Honeywell, Tesco along with large number of medium and small scale industries. To survive and grow, these organisations require around 500-600 operations personnel and managers annually with a postgraduate degree in management for the next 5-6 years. It is the primary responsibility of the Universities to produce quality graduates to leverage growth. Hence, a post graduate degree is essential to carryout analysis and recommend suitable competitive strategies for sustainable growth.

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In order to fill this gap, M.S. Ramaiah University of Applied Sciences (MSRUAS) is offering Operations Management programme at the postgraduate level, since 2007. The programme inculcates a research culture to develop, analyse and adapt appropriate operations strategy for a process and is designed in consultation with industry professionals and foreign Universities. Once organisations stabilise their operation's process, the entities look for Universities for academic research to enhance their productivity. This culture envisages MSRUAS to create knowledge base in Operations Management and share experiences to student community through case studies. The graduates are getting opportunities in the well-known business houses mentioned earlier. A few are taking entrepreneurship route and many have taken research route for growth. In fact, Operations Management is one of the flagship courses of Faculty of Management and Commerce. Over the years, the Department has grown intellectually and has developed a reputation amongst students, parents, and corporates. The Faculty of Management and Commerce plans for further development of Operations Management specialization to compete with the best Universities in the world by attracting high quality graduates as well as teaching talent from all over the Country and Abroad.

Programme Mission

The purpose of the programme is to create professional management graduates specialising in Operations Management who can devise strategies, design processes, plan and control resources to achieve the stated business goals.

15. Graduate Attributes (GAs)

GA-1. Knowledge of Business Management: Demonstrate deep understanding of conceptual knowledge in their chosen specialization

GA-2. Ethics and Social Responsibility: Demonstrate ethical and socially responsible behaviour in Business decisions

GA-3. Relevant Technological Literacy: Ability to leverage appropriate technology for business decisions

GA-4. Problem Solving and Decision Making: Utilise critical and innovative thinking to identify and solve business problems

GA-5. Entrepreneurial Awareness: Acquire relevant knowledge to establish entrepreneurial ventures

GA-6. Global Citizenship: Exhibit team work and effective communication to adapt to cross-functional and multicultural work environments

GA-7. Research and Lifelong Learning: Ability to conduct business research and solve problems in a dynamic business environment

GA-8. Leadership: Exhibit initiative, intrapreneurial skills and lead teams effectively

16. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

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17. Programme Goal

The programme goal is to produce postgraduates who will be able to apply management tools and techniques to optimally use scarce resources and emphasize on holistic decision-making with empathy to improve transparency as well as mitigate risks for a business process.

18. Program Educational Objectives (PEOs)

PEO-1. Practice contemporary global management principles in a wide range of business and real-world paradigm

PEO-2. Conduct applied research for addressing relevant business and societal concerns through an evidence based approach

PEO-3. Excel as aspiring Intrapreneurs and Entrepreneurs for Societal Well-being

PEO-4. Bestow Human Values with a rational mind-set for contingent business solutions

19. Programme Structure:

Semester 1

Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAC501A	Managerial Skills and Business Communication	03	00	02	04	100
2	BAC502A	Human Resource Management	03	02	00	04	100
3	BAC503A	Managerial Economics	03	00	02	04	100
4	BAC504A	Managerial Accounts	03	02	00	04	100
5	BAC505A	Marketing Management and Marketing Research	03	00	02	04	100
6	BAC506A	Operations Management	03	00	02	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Semester 2

Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAC507A	Strategic Management, CSR and Sustainability	03	02	00	04	100
2	BAC508A	Business Mathematics, Statistics and Analytics	03	00	02	04	100
3	BAC509A	Management Information Systems	03	00	02	04	100
4	BAC510A	Business Law and Corporate Governance	03	00	02	04	100
5	BAC511A	Corporate Finance	03	00	02	04	100
6	BAC512A	Innovation and Entrepreneurship	03	02	00	04	100
		Total	**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Between Semester 2 and Semester 3

Industry Internship

Sl. No.	Code	Course Title	Practical (H/W/S)	Total Credits	Max. Marks
1	BAI513A	Industry Internship	16	08	100
	Total Number of Contact Hours Per Week in Industry		**16**		

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Semester 3							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAE531A (Major-1)	Applied Operations Research	03	00	02	04	100
2	BAE534A (Major-4)	Logistics and Supply Chain Management	03	00	02	04	100
3	BAE533A (Major-3)	Project Management and Value Analysis	03	00	02	04	100
4	BAE532A (Major-2)	TQM and Six Sigma	03	00	02	04	100
5	(Minor-1)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization)	03	00	02	04	100
6	(Minor-2)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization)	03	00	02	04	100
		Total	**18**	**00**	**12**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Between Semester 3 and Semester 4

Industry Internship					
Sl. No.	Code	Course Title	Practical (H/W/S)	Total Credits	Max. Marks
1	BAP601A	Group Project	16	**08**	100
Total Number of Contact Hours Per Week in Industry			**16**		

Semester 4							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAP602A	MBA Dissertation and Publication	0	0	28	14	100
		Total				**14**	**100**
Total Number of Contact Hours Per Week in Industry			**28**				

Note:

7. The Vacations and other activities shall be as per the Timetable and Academic Calendar for the corresponding batch
8. Students will undergo Summer Internship between 2nd and 3rd Semesters
9. Summer Internship will be evaluated in the 3rd Semester
10. Group Project will be initiated at the end of Semester 3 and evaluated before Semester 4
11. Research Methodology will be taught as a Value-Added Course
12. Minimum 20 Students are required to deliver Major Specialization

20. **Course Delivery:** As per the Timetable
21. **Teaching and Learning Methods**
    23. Face to Face Lectures using Audio-Visuals
    24. Workshops, Group Discussions, Debates, Presentations

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25. Cases, Case study, Case lets
26. Demonstrations
27. Guest Lectures
28. Laboratory work/Field work
29. Industry Visit
30. Seminars/ Conferences
31. Group Exercises
32. Project Exhibitions
33. Management Festivals

22. Assessment and Grading

22.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-End Examination (SEE): This component represents the summative assessment carried out in the form of an examination conducted at the end of the semester.

Marks obtained in CE and SEE components have equal weightage (CE: 50% and SEE: 50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

22.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

Theory Course	
Mid-Term Exam (SC1)	Assignment/Presentation and Class Participation (SC2)
25 Marks	25 Marks

There shall be two sub - components of CE (SC1 and SC2). Each sub-component is evaluated individually for 25 marks. Apart from Mid-Term 25 Marks, the other components of CE can be of any of the following types:

a) Online Test
b) Assignments/Problem Solving
c) Presentation
d) Field Assignment
e) Open Book Test
f) Portfolio
g) Reports
h) Case Study
i) Group Task

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j) Quiz
k) Any other

After the two subcomponents are evaluated, the CE component marks are determined as:

CE Component Marks = SC1 + SC2 (Scaled Down to 25 Marks Each)

An additional sub-component may be used at the discretion of the Faculty/Department. The Department can conduct the 3rd subcomponent SC3, if this subcomponent provides benefit to students. If the Department/Faculty conducts the SC3 subcomponent of evaluation, and the score obtained by the student in SC3 is greater than the lowest score of the previous two subcomponents SC1 and SC2, then it replaces the lower of the two scores.

23. Student Support for Learning

1. Course Notes
2. Reference Books in the Library
3. Magazines and Journals
4. Internet Facility
5. Computing Facility
6. Laboratory Facility
7. Staff Support
8. Lounges for Discussions
9. Any other support that enhances their learning

24. Quality Control Measures

1. Review of Course Notes
2. Review of Question Papers and Assignment Questions
3. Student Feedback
4. Moderation of Assessed Work
5. Opportunities for Students to see their Assessed Work
6. Review by External Examiners and their Reports
7. Staff Student Consultative Committee Meetings
8. Student Exit Feedback
9. Board of Examination

25. Programme Map (PO Map)

Sem.	Course Title	PO-1	PO-2	PO-3	PO-4	PO-5
1	Managerial Skills and Business Communication	3	1		3	3
1	Human Resource Management	1	2	2		3
1	Managerial Economics	2	3		3	3
1	Managerial Accounts	3			3	3
1	Marketing Management and Marketing Research	3	3	3	2	3
1	Operations Management	3	1	1	3	3
2	Strategic Management, CSR and Sustainability	1			3	2
2	Business Mathematics, Statistics & Analytics	3	1	1	3	3
2	Management Information Systems	1	2		3	3

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2	Business Law and Corporate Governance	2	3	2	1	1
2	Corporate Finance		1	3	2	1
2	Innovation and Entrepreneurship	3	2	2	2	2
B/W 3&4	Industry Internship	2				3
3	Applied Operations Research	2		2	3	2
3	Logistics and Supply Chain Management	3	2	2	3	3
3	Project Management and Value Analysis	3		2	3	3
3	Total Quality Management and Six Sigma	3	1	2	2	3
B/W 3&4	Group Project	2		1	2	2
4	MBA Dissertation and Publication	3	2		2	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

26. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

27. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. The Students are involved in planning and organizing the activities.

28. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.

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Course Specifications: Managerial Skills and Business Communication

Course Title	Managerial Skills and Business Communication
Course Code	BAC501A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce to students, the fundamentals of Management Concepts and Managerial Skills. The course is intended to introduce the various functions of management, levels of management and skills associated with various levels of management. Students will also gain an appreciation of the roles of a Manager and Leader.

This course aims at equipping students with the essentials of business communication. Business Communication is essential since it is the important process through which managers and organizations in their entirety accomplish the set objectives culminating in the success.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply Fundamental Management Principles for Effective Decision-Making
CO-2. Analyze and Managerial Skills and their Organizational Impact
CO-3. Evaluate Proficient Business Communication Strategies
CO-4. Develop Persuasive Oral and Written Communication for Leadership Impact

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5. Course Contents

Unit 1 (Introduction): Concept of Fundamentals of Management, Evolution of Management Thought, Scope, Functions Principles of Scientific Management and Principles of Modern Management

Unit 2 (Functions of Management): Planning, Organizing, Staffing, Leading, Controlling and Leadership and Motivation theories

Unit 3 (Managerial Skills): Various skills required for management and leadership, Conceptual skills, Technical skills, Human skills, Leadership skills, Communication skills and associated skills

Unit 4 (Nature of Business Communication): Introduction, Types of Business Communication, Communication Network in Organizations; Importance of Listening in the Workplace: Introduction, Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context

Unit 5 (Reading Skills): Introduction, Types of reading, SQ3R (Survey, Question, Read, Retrieve, and Review) Technique of Reading

Unit 6 (Written Business Communication): Introduction, General Principles of Writing, Principles of Business Writing, Internal Business Communication: Writing Memos, Circulars and Notices, Communicating through Email, Communication with Stakeholders

Unit 7 (Internal and External Business -Communication): Writing Business Reports: Introduction, Types of Business Reports, Format for Business Reports, Steps in Report Preparation; Proposals

Unit 8 (Presentation Skills): Public speaking including Message development, content, projection, inflection and delivery

Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2			2
	CO-2	2	3			3
	CO-3	2		2	3	
	CO-4		2	3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		0
1. Solving Numerical Problems	00	

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Practical Work		10
1. Course Laboratory – MS OFFICE	05	
2. Computer Laboratory	00	
3. Workshop	05	
Others		20
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

a. Course notes

b. Harold K & and Heinz. W, (2015) Essentials of Management, 6th edition, Tata McGraw-Hill, New Delhi

c. Krishnamacharyulu CSG, (2016) Business Communication, Himalaya Publishing House

2. Recommended Reading

a. Prasad, L. M. (2015). Principles and Practice of Management. 9th edition, S Chand and sons

b. V. Lesikar, John D. Pettit, Jr., Marie E. Flatley. (1999), Basic Business Communication, 8th Edition, Tata McGraw Hill

3. Magazines, Periodicals and Journals

a. Economic Times, Business Standard, Hindu Business Line

b. Business Today

c. Business India

d. Business World: ABP Group - Fortnightly business magazine

e. Prabandhan: Indian Journal of Management: Informatics Publishing Limited – Monthly issue

f. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited – Quarterly issue

4. Websites

WWW.NPTEL.AC.IN

WWW.SWAYAM.GOV.IN/NC_DETAILS/NPTEL

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Course Specifications: Human Resource Management

Course Title	**Human Resource Management**
Course Code	BAC502A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Human Resource Management and its role within the modern organisation. Students are introduced to the concepts of Personality, Attitude, Perception and Behavior in Organisations. In addition, students are taught to analyse the concepts of recruitment, training and performance management. Students are also exposed to basic concepts of organisational design and organisational life cycle. Further, students will gain hands-on experience in HR Processes.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Applying the concepts of Human Resource Management in an organization
CO-2. Analyzing the contribution of Organisation Behaviour in managing human resources of an organisation
CO-3. Evaluating the approaches to human resource strategies in terms of recruitment, training & development, and performance management
CO-4. Propose the principles of Industrial Relations and Conflict Management using advanced strategies

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5. Course Contents

Unit 1 Human Resource Management (HRM) Overview and Human Resource Planning: Concepts and Evolution of HRM, Difference between HRM and Personnel Management, HRM Objectives, HRM Functions, Role of the HR Practitioner, Strategic HRM and its Importance, Organisation of HR Department and Best HR Practices. Objectives of HR Planning, Planning Process, Benefits, Job Analysis, Job Description and Job Specification, Job Design and its Significance

Unit 2 Introduction to Organisational Behaviour, Culture, Structure and Design (OB): OB Model and Goals of OB, Foundations of Individual Behavior - Individual differences, Ability, Perception, Aptitude, Attitude, Learning, Personality, Foundations of Group Behavior - Group Properties, Group Development and Johari Window, Emotional Intelligence, Role of Organisations in Society, Organisation Structure and its Elements, Organisational Design and its Importance, Organisational Culture and its Types.

Unit 3 Recruitment, Training & Development: Recruitment and Selection, Recruitment Planning Process, Selection - Significance and Methods, Psychometric Tests for Hiring, using Social Media for Hiring, Induction, Training and Development, Career Management, HR Audit, Separations, Promotions, Transfers.

Unit 4 Performance and Compensation Management: Introduction, Objectives of Performance Management, Cycle of Performance Management, Performance Appraisal System, Methods of Appraisal - Traditional and Contemporary, Reward Management - Grade and Pay Structures, Rewarding Special Groups, Employee Compensation and Benefits.

Unit 5 Industrial Relations and Conflict Management: Industrial Relations, Objectives, Employee Relations Process and Approaches - Employee Voice and Grievances, Causes and Effects of Grievances, Grievance Handling Procedure, Employee Health and Safety and Factories Act, Conflict Management, Conflict Resolution Process.

Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3	2	2	2	2
CO-2	3	3	3	2	2
CO-3	3	3	2	3	3
CO-4	3	3	2	3	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	

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Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		07
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Role Plays	07	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		18
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Human Resource Management). The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

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8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Case-study Presentations
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Group Discussions
15.	Leadership Skills	Group Discussions

9. Course Resources

1. Essential Reading

1. Course Notes
2. Dessler, G., 2017. *Human Resource Management*. 15th ed. Upper Saddle River (N.J.): Prentice Hall.
3. Robbins, S. and Judge, T., 2018. *Organizational Behavior*. 18th ed. New Delhi: Pearson.

2. Recommended Reading

a. Armstrong, M. and Taylor, S., 2020. *Armstrong's Handbook of Human Resource Management Practice*. 15th ed. New York: Kogan Page.
b. Monappa, Arun. (2017) *Industrial Relations,* 2nd ed. McGraw Hill Education, New Delhi

3. Magazines and Journals

1. HBR Magazine
2. International Journal of Organizational Analysis, Emerald Group Publishing Ltd
3. Participation and Empowerment: An International Journal, MCB UP Ltd
4. Development and Learning in Organizations, Emerald Group Publishing
5. Elsevier and springer and people matter

4. Websites

1. Management Library. 2022. *Management Library*. [online] Available at: <https://managementhelp.org/> [Accessed 10 July 2022].
2. SHRM. 2022. *SHRM - The Voice of All Things Work*. [online] Available at: <http://www.shrm.org/> [Accessed 10 July 2022].
3. Valamis. 2022. *What Is Talent Management? Model, Strategy, Process*. [online] Available at: <https://www.valamis.com/hub/talent-management> [Accessed 10 July 2022].

4. Other Electronic Resources

NA

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Course Specifications: Managerial Economics

Course Title	Managerial Economics
Course Code	BAC503A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with economics for managerial decision making. Students will be introduced to concepts such as scarcity and efficiency, problems of economic society, demand and supply analysis and elasticity. Further, concepts related to consumer behavior, producer behavior, and cost analysis as well inclusion of advanced topics in economic analysis are highlighted. Students will also be familiarized with Gross Domestic Product (GDP), national income and analyze the implications of changes in fiscal and monetary policies.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the concepts of microeconomics, macroeconomics and consumer behavior
CO-2. Analyze with the help of forecasting techniques to address demand-supply concerns
CO-3. Evaluate economic logic for managerial decision making
CO-4. Discuss implications of changes in Government fiscal and monetary policies

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5. Course Contents

Unit 1 (Introduction to Managerial Economics): Economic Systems, Principles of Managerial Economics, Integration with Other Managerial Decision-Making Process, Tools and Analysis of Optimization, Role of Government, Private, Competition Vs. Cooperation.

Unit 2 (Demand-Supply Analysis and Consumer Behaviour): Definitions, Determinants, Laws and Curves of Demand and Supply, Demand Forecasting, Qualitative and Quantitative Interpretation of Demand, Law of Diminishing Marginal Utility, Consumer and Producer Surplus, Analysis of Consumer Behavior, Individual Consumer Decisions, Analysis of Consumer Decisions in Terms of their Underlying Preferences Consumer Preferences, Use of Utility Function to Make Predictions about Consumer Preferences.

Unit 3 (Analysis of Production, Costs and Revenues): Cost of Factors Involved in Production, Variable and Fixed Cost, Average and Marginal Cost, Real and Opportunity Cost, Economies of Scale, Law of Returns: Constant, Decreasing and Increasing Returns.

Unit 4 (Market Structures and Decision Making): Market Types, Perfect Competition, Price Determination and Equilibrium, Monopoly - Features, Equilibrium Condition, Price Discrimination, Monopolistic Competition – Features, Oligopoly - Cartels, Pricing Strategy, Sustainability Business Model.

Unit 5 (Fiscal and Monetary Policies): Gross Domestic Product, Consumer Price Index, Inflation Measurement and Adjustment, Standard of Living, Physical and Human Capital, Factors Affecting Productivity, The Business Cycle, Fiscal Policy Tools, Automatic Stabilizers, Contractionary and Expansionary Gaps, Inflows, Outflows and Restrictions Exchange Rates, Currency Appreciation and Depreciation, Trade Deficits and Surpluses.

Unit 6 The Keynesian System and Post Keynesian Macroeconomics: The Problem of Unemployment, The Simple Keynesian Model, Equilibrium Output, Components of Aggregate Demand, Equilibrium Income, Role of Fiscal Policy and Multiplier, Exports and Imports in the Simple Keynesian Model; Interest Rates And Aggregate Demand; Keynesian Theory Of The Interest Rate; Money Supply and Money Demand in Keynesian Framework, New Classical Position: Keynesian Counter Critique, Rational Expectations Hypothesis, Business Cycle Theories, Multiplier –Accelerator Intersection Model, Business Cycle Theory, Political Business Cycle Model, New Keynesian Economics: Menu Cost Theory, Efficient-Wage Theory, Insider-Outsider Model and Hysteresis, Analysis of Case Studies.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	2	1		2
	CO-2	2	3		3	3
	CO-3	3	2	1	3	3
	CO-4	2	3	2	2	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

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Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		15
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	00	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

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The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Class room discussions, case study
6.	Practical Skills	Group activity, field study
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Group discussion

10. Course Resources

1. Essential Reading

1. Course notes
2. Paul A.S. and William N.D. (2010) *Economics*, 19th edition, McGraw Hill
3. Froyen, R. T. (2015) *Macroeconomics: Theory and Policies*, 10th edition, Pearson

2. Recommended Reading

1. Perloff, J. M. (2019) *Microeconomics*, 7th edition, Pearson
2. Varshney, R.L. and Maheshwari, K. L. (2014) *Managerial Economics*, 22nd revised edition, Sultan Chand & Sons
3. Paul, J. (2018) *Business Environment*, 4th edition, McGraw Hill education

3. Magazines and Journals

1. Economic and Political Weekly
2. Chartered Secretary
3. Chartered Accounts Today
4. Industrial Economist
5. Quarterly Journal of Economics, Oxford University Press
6. Review of Economics and Statistics, MIT Press Journals
7. Journal of Accounting and Economics, Elsevier

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4. Websites

d. Theory and Applications of Economics, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

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Course Specifications: Financial Accounting

Course Title	Managerial Accounts
Course Code	BAC504A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of accounting for managers. The students are taught the concepts and principles of accounting and analysis of financial statements. Students are also trained to calculate depreciation using different methods and prepare the final accounts of sole proprietary business and company

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Discuss the concepts and principles of accounting
CO-2. Evaluate the financial statements of the company for decision making
CO-3. Analyse the cash flow and fund flow statements for decision-making
CO-4. Develop the final accounts of the company and generate reports in Tally

5. Course Contents

Unit 1 (Introduction): Types of Accounting, Users of Accounting information, Concepts and Conventions of Accounting, Accounting Equation, Golden rules of accounting, Accounting Cycle, Accounting Standards, Indian GAAP, Introduction to IFRS

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Unit 2 (Accounting Records): Accounting Process, Cash Book, Petty Cash book, Trial Balance. Depreciation: Meaning, need & importance of depreciation and types of depreciation

Unit 3 (Final accounts): Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business, preparation of final accounts of companies, Vertical form of financial statements

Unit 4 (Ratio Analysis): Ratio analysis concepts, Uses and demerits of ratios, Calculation various Analysis of financial statements using ratios, Dupont analysis

Unit 5 (Cash flow statement): Preparation of Fund flow and Cash flow Statement. Managerial decision making using Fundamental analysis

Unit 6 (Introduction to Accounting Software): Creation of Company, Configure and Features settings, Generating Reports, Selecting and shutting a Company

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2	1		
	CO-2	3	3		3	
	CO-3	3	2	1	3	
	CO-4	2	3	2	2	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Course/Workshop	00	
Others		05
1. Case Study Presentation	01	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

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8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Banking and Financial Services) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment ,lab
4.	Analytical Skills	Class room, Assignment , Examination
5.	Problem Solving Skills	Class room, Assignment ,Examination
6.	Practical Skills	Class room, Assignment, lab
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and Presentation
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Group discussions and Case study
15.	Leadership Skills	Presentation

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10. Course Resources

1. Essential Reading

a. Course notes
b. Rajashekaran, Lalitha (2022), Financial Accounting, Pearson Publication. Avaialable at Pearson e-library
c. Ramachandran N, Kakani, Ram Kumar. (2022), Financial Accounting for Management, McGraw Hill

2. Recommended Reading

a. Rajesh Chheda. (2018), Learn Tally.ERP 9 with GST, 2nd Edition
b. Guptha Ambrish.(2016) Financial Accounting for Management, Pearson Education
c. Rajesh Agarwal & R Srinivasan. (2005) Accounting Made Easy, Tata McGraw –Hill

3. Magazines and Journals

a. Chartered Secretary , published by The institute of Chartered Secretary of India
b. Chartered Accounts Today , published Arizant
c. Journal of Accountancy. The Journal of Accountancy is a monthly publication for accountants published by AICPA & CIMA
d. International Journal of Managerial and Financial Accounting, Published by Inderscience
e. The Accounting Review, Published by Willey and sons
f. Asian Journal accounting research, Published by Emerald

4. Websites

a. Accounting standards 2022. ICFAI - Accounting, standards, amendments, [online] Available at: <http://www.icai.org> [Accessed 11 July 2022].

5. Other Electronic Resources

a. Software: Tally ERP(11)

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Course Specifications: Marketing Management and Marketing Research

Course Title	Marketing Management and Marketing Research
Course Code	BAC505A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. **Course Summary**

This course deals with marketing management essentials required to satisfy customers' needs, wants and demand. Students are taught to integrate the elements of Consumer Behaviour, Sales and Marketing Mix. Students are also introduced to Segmentation, Targeting and Positioning, Integrated Marketing Communications. In addition, students are familiarized with concepts and process of marketing research. Emphasis will also be provided on marketing ethics and socially responsible marketing.

2. **Course Size and Credits:**

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. **Program Outcomes (POs)**

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. **Course Outcomes (COs)**

After the successful completion of this course, the student will be able to:

CO-1. Apply the Principles of Sales and Marketing to a given context.
CO-2. Analyse B2C and B2B consumer Behavior.
CO-3. Recommend Marketing Mix strategies for the targeted segments.
CO-4. Develop a Marketing Plan for a product/service

5. **Course Contents**

Unit 1 Fundamentals of Marketing: Concepts - Importance and Scope - Consumer Needs and

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Wants – Scanning Marketing Environment and Analyzing Marketing Mix, An Introduction To Consumer Buying Behavior in B2B and B2C contexts

Unit 2 Segmentation Targeting and Positioning and Introduction to Product: Introduction to process of Segmenting, Targeting and Positioning, Dealing With Competition, Introduction to concept of "Product" , Product Management Concepts and Product Life Cycle Management, Concepts of Brand, Branding and Brand Management

Unit 3 Pricing Concepts – Introduction to Pricing Strategies - Value Based, Cost Based, Market Based, Competitor Based and New Product Pricing - Process and Evaluation of Price - Types Of Pricing

Unit 4 Distribution Management and Design Of Marketing Channels - Role of Distribution Management and Marketing Channels, Channel Design Decisions, Channel Management Decisions, Channel Integration, Introduction to Conflict, Co-Operation and Control In Channels

Unit 5 Marketing Communications- Role of Marketing Communications, Types of Marketing Communication, Developing Effective Communications, Introduction to Digital Marketing, Social Media Marketing and Deciding on Marketing Communication Mix

Unit 6 Marketing Research and Marketing Plan: Introduction to concept of Marketing Research, Importance of Marketing Research and process of marketing Research, Typical Components of Marketing Plan and Its Relevance To Marketing Research.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			1	
	CO-2		3		2	
	CO-3	3				
	CO-4			3	1	2

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		10
1. Demonstration using Videos	5	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Model Studio	00	
Others		20
1. Case Study Presentation	05	

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2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures,
3.	Critical Skills	Assignment
4.	Analytical Skills	Classroom discussion, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations

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6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Case study Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	Assignment
15.	Leadership Skills	Group discussions and case study

CO-5. Course Resources

1. Essential Reading

1. Course notes
2. G.Shainesh Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth (2022), Marketing Management, Pearson (16th Edition)
3. Ramaswamy V. S. (2017), Marketing Management: A Strategic Decision Making Approach, Tata McGraw Hill Education Private Limited, 5th Edition
4. Nargundkar Rajendra (2019), Marketing Research – Text and Cases, 4th edition, McGraw Hill

2. Recommended Reading

a. Armstrong Gary, Kotler Philip, Cunningham, Margaret H. and Cunningham Peggy H. (2008) Principles of Marketing, 7th edition, Pearson Education
b. Naresh Malhotra. (2016), Essentials of Marketing Research, Pearson Education

3. Magazines and Journals

a. Harvard Business Review
b. Business India
c. Business Today
d. Outlook Business
e. Entrepreneur
f. Journal of Marketing
g. Journal of Consumer behavior
h. Journal of Interactive Marketing
i. Indian Journal of Marketing

4. Websites

a. https://harvardmagazine.com/
b. https://sloanreview.mit.edu/
c. www.indianjournalofmarketing.com
d. www.ama.org/

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Course Specifications: Operations Management

Course Title	Operations Management
Course Code	BAC506A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with introduction of operations management and project management. The students are introduced to the importance of operations management and the various tools and techniques that aid in efficient management of manufacturing and service organisations. The underlying concepts and frameworks for managing resources in projects and operations, decision making under certain and uncertain environments, demand forecasting, inventory management and production planning are discussed. The students are also trained on Spreadsheet Solvers and other Decision-Making Tools.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply project management tools for business decision making
CO-2. Examine the concepts of decision making under certainty and uncertainty
CO-3. Evaluate capacity planning, facility location and production planning strategies
CO-4. Formulate forecasting models for demand prediction

5. Course Contents

Unit 1 Introduction to Operations Management: Nature, Importance, Historical Development,

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Transformation Processes, Differences between Services and Manufacturing - Functions, Challenges, Current Priorities, Recent Trends, Operations Strategy, Manufacturing and Service Sector Trends, Services as a Part of Operations Management

Unit 2 Decision Making under Certainty and Uncertainty: Framework for Decision Making, Decision Methodologies, Break-Even Analysis, Decision Trees, Discrete-Event Simulation, Sequencing under Multi-Criteria Decision-Making Framework

Unit 3 Problem Specific Mathematical Models for Effective Decision Making: Game Theory Models for Negotiation, Project Management Methods – Work Breakdown Structure (WBS), Schedule Planning - CPM/PERT.

Unit 4 (Capacity and location planning): Capacity Planning – Definition, Types and Importance; Location planning – Need, Influencing Factors, Location Models

Unit 5 (Demand forecasting): Objectives and Use, Forecasting Methods, Measures of Forecast Error, Applications and Controls

Unit 6 (Materials and Inventory Management): Functions of Materials Management, Material Planning and Control, Need, Objectives and Techniques of Inventory Management – EOQ model, Aggregate Planning and Master Schedule, Mathematical Planning Models, Development of Master Production Schedule (MPS)

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	3			1
	CO-2	2	3			
	CO-3	2	3			1
	CO-4	2	3		1	

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		20
1. Solving Numerical Problems	20	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Engineering Workshop / Course/Workshop /	00	
Others		10
1. Case Study Presentation	05	
2. Guest Lecture	02	

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3. Industry / Field Visit	03	
4. Brainstorming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment

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7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Assignment

10. Course Resources

1. Essential Reading

a. Course notes
b. Stevenson, William J. (2015) *Operations Management*, 11th Edition, Mc Graw Hill Education
c. Mahadevan, B. (2015) *Operations Management: Theory and Practice*, 3rd edition, Pearson

2. Recommended Reading

a. Kumar, S. A., & Suresh, N. (2008) *Operations Management*, 2nd edition. New Age International Publishers
b. Krajewski, L.J., Malhotra, M.K., Ritzman, L.P. and Srivastava S.K., *Operations Management*, 11th edition, Pearson

3. Magazines and Journals

a. HBR Magazine
b. Management Science, INFORMS
c. Journal of Operations Management, John Wiley & Sons
d. International Journal of Operational Research, Inderscience Publishers

4. Websites

a. Introduction to Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf
b. Production and Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

5. Other Electronic Resources

a. MS Excel solver
b. LINDO
c. GAMS
d. QM for Windows

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Course Specifications: Strategic Management, CSR and Sustainability

Course Title	Strategic Management, CSR and Sustainability
Course Code	BAC507A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of Strategic Management, CSR and Sustainability. Students are taught concepts of strategy, importance of strategy, formal planning in strategic management. Students are also introduced to Environmental Analysis, Strategic Formulation, Strategic Implementation, Evaluation, Control, CSR and Sustainability for making business decisions.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Analyze various fundamental strategic management concepts, theories, practices and business environments considering global, economic, legal, and ethical aspects.

CO-2. Evaluate strategic plans and their formulation utilising data from diverse sources, assess the implications of strategic choices, and foster critical thinking for sustainable and competitive strategic planning of organizational goals aligned with industry

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opportunities and challenges

CO-3. Apply value-based implementation strategies that align with an organization's mission, vision, and objectives, and demonstrate the ability to lead oneself and others in achieving organizational goals within a collaborative team environment

CO-4. Design and propose innovative and sustainable strategic initiatives that also incorporate Corporate Social Responsibility (CSR) principles, for effective adoption of chosen strategic direction and strategic control

5. Course Contents

Unit 1 Introduction to Strategic Management: Concept of Strategy, Nature, Scope, Process and importance of Strategic Management. Formal Planning and Strategic Intent, Strategic Planning Process, Strategic Management Vs. Operational Management.

Unit 2 Corporate Mission, Objectives, Environment Analysis and Strategic Formulation: Concept of Mission and Vision, Constituents of Corporate Mission, Goals, Objectives, Concepts, Factors influencing External and Internal Environment, Competitive Analysis, SWOT Analysis, PEST Analysis, Porter's Five forces model, Boston Consulting Group (BCG) Matrix, GE matrix, Blue Ocean strategies, resource, core competence & competitive advantage, Grand Strategies, Strategic Formulation, Approaches to Strategic Formulation, Grand Strategies

Unit 3 Strategic Implementation: important aspects of Strategic Implementation

Unit 4 Corporate Social Responsibility (CSR) and strategy for sustainability: Introduction to CSR, social responsibility assessment, Sustainability, guiding principles for sustainability.

Unit 5 . Strategic Evaluation and Control: Concept and Purpose of Strategic Evaluation and analysis, Gap Analysis, Strategic Control and Feed Back.

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

6. CO-PO mapping table

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			3	
	CO-2		3		1	
	CO-3			3		3
	CO-4	3				2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	10	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		00

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1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
Others		30
1. Case Study Discussion / Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

Course Leaders

Prof V. Nagendra, Associate Professor FMC, RUAS

Dr. G Devakumar, Professor, FMC, RUAS

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Program Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.
Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Case discussions, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case discussions
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10. Course Resources

1. **Essential Reading**
   a. Course notes
   b. Pearce J.A. and Robinson. R.B. (2015), *Strategic Management*, 19th edition, Vol.5, Tata Mc Grew Hill company.

2. **Recommended Reading**
   a. David R. Fred (2010), Strategic Management: Concepts and Cases, 13th edition, Vol 5, Prentice Hall.
   b. Anthony E. Henry, (2021), Strategic Management, 5th edition, Vol.2, Oxford University press.
   c. Michael Blowfield, Alan Murray (2019), Corporate social Responsibility, 4th edition, Oxford University Press.
   d. Michael Blowfield (2012), Business Sustainability, 4th edition, Oxford University Pess.

3. **Magazines and Journals**
   a. Business World
   b. Business Today
   c. Busiiness India
   d. Journal of Strategic Management, Publisher, John Wiley and Sons Ltd
   e. Journal of Technology Analysis and Strategic Management, Publisher Routledge, UK.
   f. Cross Culture and Strategic Management, Emerald Group of publishing, UK.
   g. Sustainability and Society, Springer Publishing

4. Websites
   a. https://www.coursera.org/learn/strategic-management
   b. https://archive.nptel.ac.in/resources.html
   c. https://swayam.gov.in/explorer?searchText=strategic+management

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Course Specifications: Business Mathematics, Statistics and Analytics

Course Title	Business Mathematics, Statistics and Analytics
Course Code	BAC508A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course introduces the basic concepts of Business Mathematics including Algebra and Matrices. The course also deals with statistical analyses of management problems for effective decision making. The students are taught statistical techniques and data analysis under non-deterministic conditions to solve business problems. Various types of probability distributions are explored and discussed in the context of decision making under uncertainty. Students are taught to formulate and test hypotheses for various business situations. Further, students are trained on Descriptive, Predictive and Prescriptive Analytics for improved Managerial Decision Making.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Develop linear algebraic models for solution of business problems
CO-2. Examine data to summarize the descriptive statistics and underlying probability distributions
CO-3. Interpret hypothesis for effective decision making
CO-4. Formulate and apply appropriate analytical models to business problems

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5. **Course Contents**

Unit 1 Introductory Algebra: Variables, Functions of One and More Than One Variable, Linear Equations: One Variable, The Cartesian Plane, Straight Lines, Evaluating Solutions: Two Equations, Linear Inequalities: One Variable, Linear Inequalities: Two Variables, Polynomials and Quadratic Functions, Evaluating Solutions for set of Equations using Matrix functions

Unit 2 Matrices: Introduction, Matrix, Order of a Matrix, Types of Matrices, Equality of Matrices, Operations on Matrices, Addition of Matrices, Multiplication of a Matrix by a Scalar, Properties of Matrix Addition, Properties of Scalar Multiplication of a Matrix, Multiplication of Matrices, Properties of Multiplication of Matrices, Transpose of a Matrix, Properties of Transpose of Matrices, Symmetric and Skew Symmetric Matrices, Elementary Operation (Transformation) of a Matrix, Invertible Matrices, Adjoint and Inverse of a Matrix

Unit 3 Introduction to Descriptive Statistics and Analytics: Portraying Different methods of Data Display - Bar Graphs, Histograms, and Pie Charts. Measures of Central Tendencies (Mean, Median and Mode) and Dispersions (Range, Interquartile range, Interquartile range, Variance and standard Deviation), An Introduction to Measures of Shape (Skewness, Kurtosis and Symmetric), Introduction to Probability Distributions, Binomial, Poisson and Normal Distributions, Application to Business Problems, Visual Representation of Descriptive Statistics with Statistical Software

Unit 4 Tests of Association: Correlation and Regression, Tests of Inference and Hypothesis Testing - Chi Square, t-Test, ANOVA and Z–Test, Sampling, Probability Distribution and Decision Theory: Understanding the Relevance of Sampling in Statistical Analysis and select appropriate Sampling Technique, Calculating Sample Size based on the Expected Confidence Interval, Performing Statistical Calculations with Statistical Software

Unit 5 Regression: Introduction to the Concept of Regression, Linear and Non-Linear Regression, Single and Multiple Regression, Meaning/interpretation of Regression Coefficients, Interpretation of R-squared, Logistic Regression, Regression as a Predictor for future, Run Various developed models with Statistical Software

6. **Course Map (CO-PO Map)**

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2				3	1
CO-3	2			3	
CO-4	1			3	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. **Course Teaching and Learning Methods**

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	

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3. Demonstration on a Computer	10	
Numeracy		30
1. Solving Numerical Problems	30	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
Subcomponent ▶	**Component 1: CE (50% Weightage**		**Component 2: SEE (50% Weightage)**
Subcomponent Type ▶	**SC1: Mid Term**	**SC -2: Assignment, Presentation and Class Participation**	**100 Marks**
Maximum Marks ▶	**25**	**25**	
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4		X	X
The details of SC1, SC are presented in the Programme Specifications Document.			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10.Course Resources

a. Essential Reading

1. Course notes
2. Ernest F. Haeussler; Richard S. Paul; Richard J. Wood (2021), *Introductory Mathematical Analysis*, 14th Edition, Pearson Education
3. Amir, D. Aczel and Jayavel Sounderpandian (2018) *Complete Business Statistics*, 7th Edition, Tata McGraw-Hill

b. Recommended Reading

1. Camm, Jeffrey D, Cochran, James J, Anderson David R and Williams, Thomas A (2017), *Essentials of Business Analytics,* 2nd Edition, Cengage publications, ISBN-10: 1305627733, ISBN-13: 9781305627734.

c. Magazines and Journals

1. Harvard Magazine – Trends in Business decision making, 6 times per year
2. Sloan Management Review – MIT, Quarterly
3. Analytics India Magazine
4. Journal of Computational and Applied Mathematics, Elsevier
5. Sankhya: The Indian Journal of Statistics, Indian Statistical Institute
6. International Journal of Data Science and Analytics, Springer

d. Websites

1. Harvard Magazine (2022) N.A, *Harvard Magazine*, Retrieved on 3rd July 2022 from https://harvardmagazine.com/tags/quantitative-methods
2. Sloan Management Review (2022) N.A , *MIT Sloan Magazine*, Retrieved on 3rd July 2022 from https://sloanreview.mit.edu/
3. Analytics India Magazine (2022) N.A, *Analytics Magazine*, Retrieved on 3rd July

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2022 from https://analyticsindiamag.com/

e. Other Electronic Resources

- Statistical software by SAS (JMP) and IBM (SPSS)

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Course Specifications: Management Information Systems

Course Title	Management Information Systems
Course Code	BAC509A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This aim of this course is to equip the students with the skills required to conceptualize and design Management Information Systems (MIS). Students are taught to analyse and design MIS in a business environment. In addition, students are taught information search and retrieval skills, essentials of data management, data privacy, data protection and Enterprise Resource Planning (ERP) software for effective decision making. They are also introduced to applications of MIS in all functional areas in an organisation. Emphasis is given to identify, evaluate and apply solutions to critical business issues along with associated techniques for designing information systems. In addition, students are trained to create tables, forms, reports and execute queries using Structured Query Language (SQL) in database application.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Illustrate the features and benefits of Information Technology and ERP to improve managerial decision-making

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CO-2. Assess data governance, data privacy and data protection in compliance with corporate policies and regulatory bodies
CO-3. Analyse and design Information Systems for an organisation using appropriate tools and techniques
CO-4. Create tables, forms and reports and maintain a database in the database application

5. Course Contents

Unit 1 Organisations, Management and the Networked Enterprise: Managing the Digital Firm, Information Systems in the Enterprise, Data vs. Information, Strategic Role of Information in Management, Business Systems, Information Architecture and Information Technology Infrastructure, Essentials and Types of Business Information Systems, Electronic Business, Electronic Commerce and E-Governance.

Unit 2 Information Technology Infrastructure: IT Infrastructure and Platforms, Managing Data Resources, Networking Concepts, Telecommunications Networks and the Internet.

Unit 3 Organisation and Management Support Systems for the Digital Firm: Enterprise Applications and Business Process Integration, Enterprise Applications, ERP Concepts, ERP Packages, ERP Implementation, Managing Knowledge in the Digital Firm, Decision Making for the Digital Firm.

Unit 4 Data Governance, Data Privacy and Data Protection: Ethical and Social issues in the Digital Firm, Goals of Information Security, Risks to Information Systems, Security Measures, Authentication and Encryption, Digital Signatures and Digital Certificates, Ethical, Social, and Political Issues in Data Management, Privacy & Personal Data Protection Policy, Security and Control.

Unit 5 Building and Managing Information Systems: Redesigning the Organisation with Information Systems, System Development Life Cycle, Stages of the SDLC, Types of SDLC, Methodology for the Design and Analysis of Information Systems, Information systems Development, Tools and Techniques for Analysis and Design of Information System, Role of Systems and Business Analysts, Business Intelligence, Cloud Computing and Big Data, The Internet of Things (IoT), AI, Mobile Computing, Block Chain Technology, Business Value of Systems, Introduction to 5G, Introduction to Dashboards

Unit 6 Database Management System and ERP: Types of Data, Data Collecting Methods, Concept and Characteristics of Database and Database Management System, Database Lifecycle (DBLC), Data Warehouse and Data Mining, Data and Relational Models, Role of Database Administrators, Role of Database Designers, DBMS Architecture, Data Models, Categories of Data Models, Schemas, Instance, DBMS Language and Interface, Classifications of Database Management Systems, Introduction to Relational Model, Data Normalization Concepts, Structure of Relational Databases, Microsoft Access Database System, Understanding Access Objects: Objects, Tables, Queries, Forms, Reports, Modules, Creation of Tables, Designing Tables, Data Types and Indexes, Creation of Forms, Auto Forms, Main Form and Sub Form, Reports, Creation of Queries and Sorting the Records in a Database, Introduction to SQL, SQL Data Definition and Data Types, Specifying Constraints in SQL, Schema Change Statements, Basic Queries, INSERT, DELETE and UPDATE statements in SQL, Functional and Business Modules in an ERP Package.

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Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2		2	2		
CO-3			2	3	1
CO-4			3	1	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		10
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		30
1. Course Laboratory	00	
2. Computer Laboratory	30	
Others		05
1. Case Study Presentation	02	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	01	
6. Discussing Possible Innovations	01	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks

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Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Laboratory, Examination and Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment, Laboratory Exercises
7.	Group Work	Classroom Lectures, Case study Discussion
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination, Laboratory Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment, Laboratory Report
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

1. Class Notes
2. Laudon, Kenneth C. and Laudon, Jane P. (2018) *Management Information Systems – Managing the Digital Firm*, 15th edition, Prentice-Hall: India
3. Magal Simha R. (2011) *Integrated Business Processes with ERP Systems*, 1st edition, Wiley: US
4. Avi Silberschatz, Henry F. Korth and S. Sudarshan (2019) *Database System Concepts*, 7th edition, McGraw-Hill: India

2. Recommended Reading

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a. O'Brien, James, A., Marakas, George M. and Ramesh Behl (2019) *Management Information Systems,* 11th edition, McGraw Hill: India

b. Jawadekar, Waman S. (2020) *Management Information Systems*, India, 6th edition, Tata McGraw-Hill: India

3. Magazines and Journals

a. Information Technology Management, Maximilian Press
b. Silicon India, siliconindia Inc., Monthly
c. Data Quest, Cyber Media India Ltd, Fortnightly
d. Journal of Database Management, IGI Publishing
e. MIS Quarterly, Management Information Systems Research Center (United States)
f. International Journal of Information Management, Elsevier

4. Websites

a. Practical Web-Based ERP Software (2019) *webERP*, Retrieved on 07 July 2022 from http://www.weberp.org/
b. Write better code (2022) *Start with a pull request*, Retrieved on 07 July 2022 from https://github.com/features/code-review
c. TC Sessions(2022): Robotics 2022 Retrieved on 07 July 2022 from https://techcrunch.com/events/tc-sessions-robotics-2022/

5. Other Electronic Resources

a. Software: Database, MS Excel

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Course Specifications: Business Law and Corporate Governance

Course Title	Business Law and Corporate Governance
Course Code	BAC510A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Business Laws in India. Students are introduced to the rights and obligations of persons arising out of commercial transactions. The students are taught provisions of key business legislations governing business activities that facilitate them to take decisions conforming to the law of the land. Also this course emphasizes on protection of Consumers' rights. Students are familiarized with basics of corporate governance.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify fundamental legal principles in contractual agreements of business and its role in an economic, political and social context.

CO-2. Examine legal concepts and principles of the law relating to the obligations that can arise between parties in a business relationship

CO-3. Recommend legal and fiscal structure governing the different forms of business organizations.

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CO-4. Develop an ability to structure, formulate, communicate and defend arguments effectively and able to present coherent, concise legal argument to solve legal-related issues that arise in the course of carrying out business.

5. Course Contents

Unit 1 Introduction, nature, scope, objectives, Justice delivery system in India

Indian Contract Act, 1872- Essentials of Valid Contract types of Contracts, breach of contract and remedies for breach of contract, Performance of Contract, termination and discharge of contract, Special Contracts

The Sale of Goods Act, 1930- Contract Of Sale, Difference Between Sale And Agreement To Sell - Conditions And Warranties - Transfer Of Ownership In Goods Including Sale By Non-Owners - Performance Of Contract Of Sale - Unpaid Seller - Meaning And Rights Of An Unpaid Seller Against The Goods And The Buyer, Auction Sale.

Unit 2 Business Acts: Competition Act, 2002- Definitions, Competition Commission of India – its establishment and composition, Duties, Powers and functions of Commission, Penalties, Competition Advocacy, Prohibition of certain agreements, Abuse of Dominant position, and regulation of combinations

Consumer Protection Act, 1986: definition of consumer, goods and defect, consumer rights, services and deficiency, consumer forums, procedure to approach consumer forums,

Information Technology Act, 2000- Objectives, Scope, Major concepts, Role of government, Electronic records, Digital signature, Certifying authorities, Offences and penalties.

Unit 3 The Limited Liability Partnership Act, 2008 - Salient Features of LLP - Difference between LLP and Partnership, LLP and Company - LLP Agreement - Nature of LLP - Partners and Designated Partners - Incorporation Document - Incorporation by registration

Incorporation of Companies –Meaning – Promoters – their functions – Duties of Promoters – Key provisions of Companies act 1956 and 2013, Incorporation – Meaning – certification of Incorporation – Memorandum of Association – Meaning – Purpose – Alteration of Memorandum – Doctrine of Ultravires – Articles of Association - Meaning – Contents – Alteration of Article – Relationship between Articles and Memorandum, Directors, types of companies, management of companies: directors and meetings; winding up of companies

Unit 4 The Negotiable Instruments Act, 1881 - Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder-in-due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument, Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonor and discharge of negotiable instruments.

Unit 5 Corporate Governance – Corporate Governance – Evolution, practices and regulations, Triple Bottom Line , Models of Corporate Governance

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Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2	2				3
CO-3	3		3	2	
CO-4		3			2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop	00	
Others		25
1. Case Study Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

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Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1		X	
CO-2		X	
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.
Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

1. Class Notes
2. Kuchhal M.C. and Kuchhal V., (2018), Business Law, New Delhi, Vikas Publishing
3. Kevin Keasey, Steve Thompson and Mike Wright, (2005) Corporate Governance Accountability, Enterprise and International Comparisons, John Wiley and Sons Ltd.
4. N.D.Kapoor, (2014) "Company Law" Sultan Chand & Sons, New Delhi

2. Recommended Reading

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a. Aggarwal S K, (2017), Business Laws, New Delhi, Galgotia Publishers Company

b. Maheshwari S N and Maheshwari S K, (2014), Principles of Business Law, New Delhi, Himalaya Publishing House

c. Ravinder Kumar, (2016), Legal Aspects of Business, New Delhi, Cengage Learning

3. Magazines and Journals

a. Business India
b. Business Today
c. Business World: ABP Group, Fortnightly business magazine
d. Prabandhan: Indian Journal of Management: Informatics Publishing Limited, Monthly issue
e. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited, Quarterly issue
f. Business Strategy: PwC Strategy& Inc., Quarterly issue

4. Websites

a. http://doj.gov.in/
b. www.LiveLaw.in

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Course Specifications: Corporate Finance

Course Title	Corporate Finance
Course Code	BAC511A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with formulation and implementation of financial decisions in a company. Analytical ability of students is honed through concepts to increase firm shareholder value. Students are taught concepts of cash management, inventory management, capital budgeting and cost of capital. In addition, value-based management and dividend decision will be discussed. Students are taught to evaluate tradeoff between risk and return. Further, students are taught tools and techniques to measure asset volatility and performance in the context of a corporation.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the essential principles of Financial Management
CO-2. Analyze and solve problems on cost of capital, capital budgeting, working capital
CO-3. Evaluate financial decisions with the objective of value maximization
CO-4. Develop financial techniques for solving problems related to Capital Structure

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5. Course Contents

Unit 1 Indian Financial system and Financial Markets: Salient features of Indian Financial System, Resource Mobilization, Channelization of Funds, Equity, Debt and Currency Markets, Markets for Short Term Financing requirements, Financial Sector Reforms and Financial Markets, Contemporary Issues

Unit 2 Introduction to Financial management: The role of Financial Management, Introduction, The goal of a firm, Corporate Governance, Organisation of Financial Management Function, The Business Environment, The Tax Environment, The Financial Environment.

Unit 3 Valuation: The Time Value of Money, The Valuation of Long-term securities; Bond Valuation, Preferred Stock Valuation, Common Stock Valuation, Risk and Return; Defining Risk and Return, Risk and Return in Portfolio Context, The Capital –Asset Pricing Model (CAPM), Efficient Financial Market. Flow of Funds Statements, Cash Flow forecasting, Cash flow estimates.

Unit 4 Working capital Management: Overview of Working Capital Management, Cash and Marketable, Securities Management, Accounting Receivables, and Inventory Management, Short – Term Financing.

Unit 5 Investment in Capital Assets: Capital Budgeting and Estimating Cash flows, Capital BudgetingTechniques

Unit 6 The Cost of Capital, Capital Structure, and Dividend Policy: Required Returns and the Cost of Capital,Operating and Financial Leverage, Capital Structure Determination, Dividend Policy

Unit 7 Intermediate and Long-Term Financing: The Capital Market, Long-Term Debt, Preferred Stock, andCommon Stock, Term Loans and Leases

Course Map (CO-PO Map)

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2		2	2
	CO-2	1	3		3	
	CO-3	2	3	1		2
	CO-4				3	1

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	

3. Demonstration on a Computer	00	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		05
1. Course Laboratory	05	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		25
1. Case Study Presentation	05	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Financial Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent u	**SC1**	**SC2**	
Subcomponent Type u	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks u	**25**	**25**	
CO-1	Ð	Ð	Ð
CO-2	Ð	Ð	Ð
CO-3	Ð	Ð	Ð
CO-4	Ð	Ð	Ð
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

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8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. **Essential Reading**
   a. Class Notes
   b. Van Horne, James C and Wachowicz, John M (2015) Fundamentals of Financial Management, 13th edition, Pearson Education India
2. **Recommended Reading**
   a. Brealey, R. and Myers, S. (2014) Principles of corporate Finance. 7th edition, McGraw Hill.
   b. Gitman, L. and Zutter, C. (2012) Principles of Managerial Finance. 13th Edition, Prentice Hall.
   c. Keown, A., Martin, J. and Petty, W. (2017) Foundations of Finance. 9th Edition, PearsonEducation Limited.
3. **Magazines and Journals**
   a. The Economist
   b. CFO magazine
   c. E-Journal of Management Accounting Research, American Accounting Association
   d. Chartered Secretary, CSA publications
   e. Finance India, Review Publishing Company Ltd
   f. Forbes India – Reliance Industries, Monthly
   g. Business India - Fortnightly
   h. Business Today – Bi-weekly

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4. Websites

a. https://exinfm.com/training/video_finance_lessons.htm, Retrieved on 8th July 2022 from https://exinfm.com
b. http://www.quickmba.com/finance/, Retrieved on 8th July 2022 from www.quickmba.com
c. https://www.economist.com/the-world-this-week, Retrieved on 8th July 2022 from www. economist.com
d. https://www.ft.com/markets, Retrieved on 8th July 2022 from www. ft.com

5. Other Electronic Resources

a. Software: MS Excel

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Course Specifications: Innovation and Entrepreneurship

Course Title	Innovation and Entrepreneurship
Course Code	BAC512A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of course is to impart comprehensive knowledge of an innovative and entrepreneurial ecosystem. The students are encouraged to develop entrepreneurial spirit by imparting skills to start-up, grow and sustain an enterprise. This course emphasizes on igniting the innovation thought process, thereby leading to new business ventures. Students will be trained to prepare and pitch a business plan to investors using lean canvas model.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programmee Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Identify the concepts and process of entrepreneurship
- **CO-2.** Analyse laws and regulations pertaining to innovative ideas for the creation and management of Business venture
- **CO-3.** Evaluate the financial ecosystem for start-ups
- **CO-4.** Develop a viable business plan for the investors' appraisal

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5. Course Contents

Unit 1 (Entrepreneur & Entrepreneurship): Meaning of Entrepreneur, Evolution of the concept, Functions of an Entrepreneur, Entrepreneurial process, Types of Entrepreneurships - Social entrepreneurship, Rural entrepreneurship, Key Elements in an Entrepreneur's Background, Key Entrepreneurial Feelings and Motivations - Role Models and Support Systems - MSME Policies. Make-In India, Start-Up India, Stand-Up India,

Unit 2 Laws and Regulations: Intellectual Property Rights of a New Venture, Process for Filing Patent, Trademark, Copyrights, Protection of Venture's Trade Secrets Through Licensing, Geographical Indicators, Design Act, internal Auditing Processes - Contracts, Insurance, and Product Safety and Liability

Unit 3 Innovation and Creativity: Types of Innovations. Identify Various Sources of Ideas for New Ventures - Methods Available for Generating New Venture Ideas - Creativity, Design Thinking and the Techniques for Creative Problem Solving. Aspects of the Product Planning and Development Process.

Unit 4 Creating and Managing New Venture: Creating Opportunities, Resources, Role of New Ventures and Small Businesses in the Economy, Types of Entry Strategies, Feasibility Analysis and Launching a New Venture. Generic Strategies, Strategies for Expansion, Joint Ventures, Acquisitions, Mergers, Franchising,

Unit 5 Raising Capital and financial ecosystem for the Start-up Ventures: Financial Need, New Venture Financials and Business Valuation, Sources of Funds for Enterprises, Financial Aspect of Business Plan - Preparation for Generating Funds. Bootstrapping, Banks, Angel finance, Venture Capitalist, Private Equity, Crowd Funding, Online platforms and Informal Risk Capital.

Unit 6 The Business plan: Business Plan, Scope and Value of the Business Plan to Investors, Lenders, Employees, Suppliers, and Customers, Critical Section of the Business Plan, Step-By-Step Explanation of the Business Plan, Monitor the Business Plan, Monitor the Business Plan, Marketing Plan, Organizational Plan, Financial Plan. Preparation of lean canvas Model, Project Report Preparation, Preparation and Pitching Business plan to investors.

Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	2	2	2	2	2
CO-2	2	2	2	2	3
CO-3	3	3	2	2	3
CO-4	3	3	3	3	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	

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2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		05
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Entrepreneurial Workshops	05	
Others		20
1. Case Study Presentation	04	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	04	
6. Discussing Possible Innovations	04	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Class room lectures, Brainstorming Sessions
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment, Brainstorming Sessions
4.	Analytical Skills	Class room, assignment, examination
5.	Problem Solving Skills	Assignment, examination
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Case study and group discussions
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Assignment and Group Discussion
15.	Leadership Skills	Group discussions and Case study

9. Course Resources

1. Essential Reading

1. Course Notes
2. Hisrich, R., Peters, M. and Shepherd, D., 2020. *Entrepreneurship*. 11th ed. McGraw Hill.
3. Innovation textbooks and Venture Capital reference material

2. Recommended Reading

a. Charantimath, P., 2018. *Entrepreneurship development and small business enterprises*. 3rd ed. Belgaum, India: Pearson Education.
b. Roy, R., 2020. *Entrepreneurship*. 3rd ed. Noida: Oxford University Press.
c. Innovation textbooks and venture capital

3. Magazines and Journals

a. Business World: ABP Group - Fortnightly business magazine
b. Business Today
c. Business World
d. Journal of Small Business Management , Blackwell publishing- yearly
e. Business Strategy: PwC Strategy & Inc. - Quarterly issue
f. International Journal of Entrepreneurship – Sage Publications
g. The International Journal of Entrepreneurship and Innovation - Sage Publications
h. International Journal of Entrepreneurship and Small Business - Inderscience Enterprises Ltd.

4. Websites

a. India, S., 2022. *Homepage*. [online] Start-up India. Available at: <https://www.startupindia.gov.in/> [Accessed 10 July 2022].
b. Allsharktank, Products., 2022. *Homepage*. [online] All Shark Tank Products. Available at: <https://www.allsharktankproducts.com/> [Accessed 10 July 2022].
c. India, M., 2022. *Make In India*. [online] Makeinindia.com. Available at: <https://www.makeinindia.com/> [Accessed 10 July 2022].
d. Funds seeking and crowd sourcing websites

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Course Specifications: Industry Internship

Course Title	Industry Internship
Course Code	BAI513A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of the course is to make a student experience an industry or business environment. The students are provided opportunity to explore career interests, acquire and apply knowledge and skills learned in the classrooms at work place setting. Students are provided opportunities for building competencies for a specific profession or occupation. Students are given opportunity to work as interns and complete assigned company work. In addition, the student should develop a report and make a presentation on his/her experience at the industry/business.

2. Course Size and Credits:

Number of Credits	08
Credit Structure (Lecture: Tutorial: Practical)	0:0:16
Total Hours of Interaction	250
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply organization structure theory to the company or organisation
CO-2. Analyse and evaluate classroom concepts in a work environment.
CO-3. Develop professional working knowledge for a specific profession or occupation
CO-4. Develop relevant skills for Leadership Impact

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5. Course Contents

Industry Internship in the relevant organization

Internships are educational and career development opportunities, providing practical experience in a field or discipline. They are structured, short-term, supervised placements often focused around particular tasks or projects with defined timescales. An internship may be compensated, non-compensated or some time may be paid. The internship has to be meaningful and mutually beneficial to the intern and the organization. It is important that the objectives and the activities of the internship program are clearly defined and understood.

In general, following are the intended objectives of internship training:

- Will expose technical students to the industrial environment, which cannot be simulated in the classroom and hence creating competent professionals for the industry.
- Provide possible opportunities to learn, understand and sharpen the real time technical / managerial skills required at the job.
- Exposure to the current technological developments relevant to the subject area of training.
- Experience gained from the 'Industrial Internship' in classroom will be used in classroom discussions.
- Create conditions conducive to the quest for knowledge and its applicability on the job.

A student is advised to select an organization for internship pertaining to the field of chosen specialization. A student can focus his/her study in the field on specialization such as finance, marketing, etc. The internee is advised to select a section or unit of a large / reputed organization for work. An internee should do extensive work on work allotted by the industry supervisor and prepare recommendations for areas of improvement. The internship report at the end of the internship period must give all information with regard to the learning, observations and results accomplished during the internship period.

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcome	CO-1	3	2			2
	CO-2	2	3			3
	CO-3	2		2	3	
	CO-4		2	3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Industry Internship	Field Work	160
	Report Writing	40
	Presentation Preparations	40
	Evaluation of Report and Presentations	10
	Total	**250**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management)

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Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: CE (50% Weightage)	Component 2: SEE (50% Weightage)
Subcomponent ▶	SC1	SEE
Subcomponent Type ▶	Presentation	Internship Report
Maximum Marks ▶	50	50
CO-1	×	×
CO-2	×	×
CO-3	×	×
CO-4	×	×

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Internship
2.	Understanding	Internship
3.	Critical Skills	Internship
4.	Analytical Skills	Internship
5.	Problem Solving Skills	Internship
6.	Practical Skills	Internship
7.	Group Work	Internship
8.	Self-Learning	Internship
9.	Written Communication Skills	Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Interaction with staff of the organization
13.	Information Management	Report
14.	Leadership Skills	Effective management of learning, time management, achieving the learning outcomes

10. Course Resources

1. Essential Reading

a. Organization website and Literature provided by the organisation

b. Discussions with stakeholders e.g. Faculty Supervisor, Company representatives

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Course Specifications: Applied Operations Research

Course Title	Applied Operations Research
Course Code	BAE531A
Course Type	Specialisation Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with applied Operations Research for quantitative analysis of problems faced by management to arrive at optimal decisions. The students are taught quantitative methods for business decision making when provided with various strategies and multiple criteria. The students are also introduced to Data Envelopment Analysis as a part of Multi-Criteria Decision-Making approach.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Solve managerial problems mathematically using OR techniques to arrive at optimal solutions
CO-2. Analyse and solve queuing models in the operational context
CO-3. Evaluate problem specific models for Transportation and Assignment problems
CO-4. Formulate Multi-Criteria Decision Making (MCDM) models to attain optimality

5. Course Contents

Unit 1 Linear and Non-Linear Models for Decision Making: Historical Development of

Operations Research (OR) along with Applications, Assimilating the Meaning of Feasible, Optimum, Unbounded Solutions etc. Formulation of Linear Programming Problem (LPP) with Primal and Dual Representation, Application of Sensitivity Analysis for Decision Making, Applying Solver Package to Solve LPPs, Formulation and Solution Methods for Integer Programming Problems (IPP).

Unit 2 Dynamic Programming (DP): Introduction, Recursive Nature of Computations in DP, Forward and Backward Recursion, Selected DP Applications like Knapsack Problem, Investment Models, Inventory Models, Problem of Dimensionality.

Unit 3 Queueing Theory: Description of Queueing System, Basic Model of Queueing, Introduction to Markovian Queueing System and its Application.

Unit 4 Transportation and Assignment Problems: Current Trends and Modern Applications, Matrix Form of Transportation Problem, Feasible Solution, Basic Feasible Solution, Optimum Solution, Resolution of Degeneracy (Initial and Solution Stage), Hungarian Method for Assignment Problem.

Unit 5 Multi-Criteria Decision-Making Models: Introduction, Solution Methods and Applications of Multicriteria Decision Making Models such as Goal Programming, Analytical Hierarchy Process (AHP), Data Envelopment Analysis (DEA).

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	3		1	
	CO-2	2	3		1	
	CO-3	2	3		1	
	CO-4	2	3		1	

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		25
Demonstrations		05
1. Demonstration using Videos	03	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	02	
Numeracy		20
1. Solving Numerical Problems	20	
Practical Work		20
1. Course Laboratory	00	
2. Computer Laboratory	20	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		05

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1. Case Study Presentation	02	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	03	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations

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6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Assignment

10. Course Resources

1. Essential Reading

a. Course Notes

b. Sharma S.D. (2009) *Operations Research*, Kedar Nath Ram Nath, India

c. William W. Cooper, Lawrence M. Seiford, and Kaoru Tone (2006) *Introduction to Data Envelopment Analysis*, 1st Edition, Springer, USA

d. Taha, A.H. (2019), *Operations Research: An Introduction*, 10th Edition, Pearson Education

2. Recommended Reading

a. Hillier, F.S., Lieberman, G.J. and Liberman, G. (1995), *Introduction to Operations Research*, 8th Edition, The McGraw Hill

b. William W. C., Seiford, L.M. and Tone, K. (2007) *Introduction to Data Envelopment Analysis*, 2nd Edition, Springer, USA

3. Magazines and Journals

a. Inside OR

b. IMPACT

c. International Journal of Operational Research, Inderscience Publications

d. European Journal of Operational Research, Elsevier

e. Management Science, INFORMS Institute for Operations Research and the Management Sciences

f. Annals of Operations Research, Springer

4. Websites

a. Case Studies and Management Resources (2022) ICMR, *IBS Center for Management Research*, Retrieved on 08 July 2022 from https://www.icmrindia.org/casestudies/Case_Studies_Concept_Wise.asp?cat=Operations%20research

b. Case Centre (1988) Charles Corbett, Overmeer W., Luk N. Van Wassenhove, OilCo and BOR Consultants, Retreived on 08 July 2022 from https://www.thecasecentre.org/products/view?id=7955

5. Other Electronic Resources

LINDO, GAMS, QM for Windows

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Course Specifications: TQM and Six Sigma

Course Title	TQM and Six Sigma
Course Code	BAE532A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Total Quality Management (TQM) and Six Sigma. Students are taught to use quality as a strategy for continuous improvement. Quality Management System and Six Sigma with lean approach to identify, analyse, and improve processes are also taught. In particular, the underlying techniques and tools necessary for quality planning and design for Lean Six Sigma are dealt. Students are also trained on reduction of process variations for a business application using appropriate software applications.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Examine TQM philosophies and six sigma problem-solving techniques to real world problems
CO-2. Identify statistical framework of Six Sigma methodology for process improvement
CO-3. Evaluate, define, and document quality management techniques to enable productivity improvement
CO-4. Design key change management process model and BPR initiatives to enhance cost reduction, quality and gain performance.

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5. Course Contents

Unit 1 Principles of TQM: Quality Dimensions of a Product/Service and Terminologies used in Quality Management, Enumerating Basic Principles of TQM along with Historical Milestones, Assimilating Cost of Quality and Quality Council, Demonstrating Philosophical Framework of TQM and Development of Core Values and Concepts, Quality Awards Practiced Globally (The Malcolm Baldrige National Quality Award, Deming Prize, European Quality Award, Golden Peacock Award)

Unit 2 Strategic Quality Management and Organisation for Quality: Elucidating Elements of Strategic Management in TQM, Integration of Quality into Strategic Management, Implementation Procedure of TQM in Practice with Obstacles, Formulation Steps of Quality Circle, Demonstration of Employee Involvement, Rewards and Recognition Programmes in TQM Aspired Organisations, Building QMS Framework for Managing Processes Effectively and Efficiently, OSHA, Environmental Control Requirements, Green House Effects

Unit 3 Creating Customer Focus and Continuous Improvement: Creating Value to the Customers through TQM, Development of Quality Function Deployment for Converting Customer Voice into Technical Descriptors, Implications of Concepts like Juran Trilogy, FMEA, Reliability, Kaizen, Poka Yoke, Japanese 5S Practices, TPM, Demonstration of Statistical Process Control (SPC) and Management Tools for Data Driven Decision Making Process, Hands-On Experience with Cases for Utilising SPC Tools and Techniques through Six Sigma Suite

Unit 4 Business Process Reengineering (BPR) and Service Quality Management: Implementing BPR in Practice and Reengineering Structure, Products Liability Law, Identifying Rationale for Benchmarking by Understanding Current Performance to Achieve Excellence, Service Quality along with Classifications, Assimilating Difference Between Product and Service Quality, Measuring and Analyzing Service Quality for a Process

Unit 5 Overview of Six Sigma and Lean Methodology: Historical Perspective and Statistical Framework for Six Sigma and Lean Management, Application of DMAIC Methodology for Process Improvement, Analysis of Processes in DMAIC Projects like SIPOC, Flowchart and Value Stream Mapping, Demonstration on Calculating Sigma Level of a Process using Appropriate Software, Hidden Truths and Myths of Six Sigma, Development of Quality By Design Philosophy, Introduction to Essentials of Lean Six Sigma, Design for Lean Six Sigma

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2	1		2
	CO-2		3		1	2
	CO-3	1	3	2		
	CO-4		2	1		3

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		15

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1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	15	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		05
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		10
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

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Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

10. Course Resources

1. Essential Reading

1. Class Notes
2. Besterfield, D. (2008) *Total Quality Management*, 3rd edition, New Delhi: PHI.

3. Recommended Reading

a. Bank, J. (2000) *The Essence of TQM*, 5th edition, New Delhi: PHI

b. Juran, J.M. and Blanton, G. A. (1999) *Juran's Quality Handbook*, 5th edition, McGraw Hill: NewYork

c. Taghizadegan, S. (2006) *Essentials of Lean Six Sigma*, Butterworth–Heinemann: UK

4. Magazines and Journals

a. TQM and Business Excellence
b. Environmental Quality Management
c. Quality Assurance
d. Quality Digest
e. Total Quality Management and Business Excellence, Routledge
f. The TQM Journal, Emerald Group Publishing, Ltd.
g. Quality Management Journal, ASQ
h. International Journal of Lean Six Sigma, Emerald
i. International Journal of Six Sigma and Competitive Advantage, Inderscience

5. Websites

a. EFQM Web Document (2022) N.A., *Improving Organizations*, Retrieved on 03 July 2022 from http:// www.efqm.org
b. ISIXSIGMA (2022) N.A., *Six Sigma Resources*, Retrieved on 03 July 2022 from

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http://www.isixsigma.com/me/tqm/

c. Business Balls (2022) N.A., Performance and Talent Management, Retrieved on 03 July 2022 from http://www.businessballs.com/qualitymanagement.htm

6. Other Electronic Resources

a. MS Excel
b. Six Sigma Suite

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Course Specifications: Project Management and Value Analysis

Course Title	Project Management and Value Analysis
Course Code	BAE533A
Course Type	Specialisation Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

With the advent of technology, changing business environments, varying economic conditions and prevailing political situations, varied types of projects are being undertaken. This is seen in different segments such as infrastructure, construction, Information Technology, Manufacturing, Engineering, Health Care, Hospitality, Logistics and Services. Along with these, there is a big need for manpower with competencies in Managing different types and sizes of projects. A Project Management Professional equipped with,

- appropriate tools and techniques,
- an ability to apply appropriate methods and processes
- appropriate project leadership skills and
- a structured approach to manage a project in its entirety

will be in a better position to ensure a project's defined success.

The course aims at imparting knowledge and developing competencies on various aspects of Project Management as per International Project Management Association's (PMA) framework. In particular, an exposure to interrelate and apply Value Analysis methodology for achieving competitiveness shall be dealt. This course also provides a glimpse of tools, techniques, methods and process for managing a project effectively. This course offers a structured approach in managing Projects and Value Analysis which are derived from the experiences from successful global organizations.

Primarily, this course deliberates on predictive approach of Project Management. This is keeping in view the VUCA (Volatile, Uncertain, Complex and Ambiguous) environment of Projects. However, a separate section is dedicated to Value Analysis job plan and methodology to critically analyze and develop change proposal.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

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3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1 Compare the characteristics of projects and Operations in the context of Project Management Competencies
CO-2 Explain the Project Management Competency Elements as per PMA's Individual Competence Baseline Ver 4.0
CO-3 Apply the tools for Project Execution, Monitoring and Control
CO-4 Create a Project Management Plan using PM tools covering Project Charter, Scope Management Plan, Work Breakdown Structure, Project Organisation, Time Management Plan, Risk Management Plan and Stake Holder Management Plan

5. Course Contents

Unit 1 Introduction to Projects: Introduction to Project, Programmes, Portfolio and Operations Governance, Structure and Process - Apply Project Management Principles and Guidelines, Apply Programme Management Principles And Guidelines, Apply Portfolio Management Principles And Guidelines, Follow The Guidelines For Reports, Decisions And Quality, Follow The Guidelines For Personnel, Follow The Guidelines For Financial Management; Project Organization And Permanent Organization; Project Management Success – KRAs; Strategy - Gain More In-Depth Knowledge About The Mission And Vision Of The Organization, Bring The Goals And Benefits Of Your Initiative In Line With Those, Ensure That This Remains The Case Throughout The Execution, Develop Measurement Tools To Keep Track Of This, Ensure That Initiatives Deliver Benefits, Strategy Implementation Through Projects, Case Study – Scandinavian Airlines; Creation Of Project - Need Analysis, Business Case; Project Charter, Evaluation Of Proposed Projects, Design

Unit 2 Requirements, Scope and Resources: Requirements, Objectives & Benefits - Hierarchy of Goals and Benefits, Benefit Mapping, Planning; Scope – PBS, WBS, Scope Baseline, Configuration Management, Change Management; Time Management – Lifecycle, AOA (ADM), AON (PDM), CPM, Floats, Network Exercises, Gantt Charts, Bar Charts, PERT; Managing Schedules in Project – Crashing, Fast Tracking, Numerical Exercises; Resources - Resource Calendar, Resource Histogram; Constraint Optimization - Levelling, Smoothening, Numerical Exercises; Finance - Types of Cost, Cost Baseline, Cost Reserves, Control Account; Chart of Accounts

Unit 3 Control, Quality, Procurement and Risks: Controlling, Handling Changes, Phase End and Close Out, Earned Value Management System - Variances, SPI and CPI, Numerical Exercises; Milestone Slip Chart, Quality Management - Quality Planning, Quality Assurance, Quality Control, Quality Tools - Pareto Chart, Control Chart, Inspections, Benchmarking; Procurement & Partnerships - Legal Imperatives, Procurement Planning, Make or Buy, Free Issues to Contractor, Logistics Management of Items - Process of Contracting, Types of Contracts, Fixed

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Price and Cost Reimbursement, EPC Contracts, Managing Contractors and PMC, Compliance Issues like Payments to Labor; Risk & Opportunity - Risk Categories, Identification, Risk Analysis, Qualitative and Quantitative tools

Unit 4 Project Organisation and Planning: Organisation and Information, Stakeholder Management, Compliance, Standards and Regulations, Power and Interest, Culture and Values, Self – reflection and Self – management, Personal Integrity and Reliability, Personal Communication - Communication Planning, Communication Methods, Communication Barriers; Relations and Engagements, Leadership, Teamwork, Conflict and Crisis, Resourcefulness, Negotiation, Result Orientation

Unit 5 Value Analysis: Value Analysis Job Plan and Methodology – General Phase, Information Phase, Function Phase, Creation Phase, Evaluation Phase, Investigation Phase, Implementation Phase, Target Costing, Use of Advanced Technique like FAST (Function Analysis System Technique), Function-Cost-Worth Analysis, Creativity Techniques

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2		2	2
	CO-2	3	3	1	2	2
	CO-3	2	3	2		3
	CO-4	3	3	3	2	3

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		20
1. Demonstration using Videos	10	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	10	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		25
1. Case Study Presentation	10	
2. Guest Lecture	00	
3. Industry / Field Visit	00	

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4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	05	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures, Assignment
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination

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10.	Verbal Communication Skills	Assignment
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Self-study
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Assignment

10. Course Resources

1. Essential Reading

a. Course notes

b. Jeffrey, P. K. (2019) *Project Management: Achieving Competitive Advantage*, 5th Edition, Pearson: UK

c. Lawrence D. Miles (2015) Techniques of Value Analysis and Engineering, 3rd Edition, Eleanor Miles Walker: USA

2. Recommended Reading

a. Meredith, J.R. and Mantel, S.J. (2005) *Project Management – a Managerial Approach*, 6th edition, Wiley: New York

b. Ghattas, R.G. and Sandra L. Mckee (2001) *Practical Project Management*, Prentice Hall: New Jersey

c. Uttewaal, E. (2003) *Dynamic Scheduling*, J. Ross Publishing: Florida

d. Gage E.L., Value Analysis, McGraw-Hill Book Company

3. Magazines and Journals

a. Project Manager Today

b. PM Network

c. International Journal of Project and Operation Research, Inderscience

d. International Journal of Project Management, Elsevier

e. Project Management Journal, SAGE

f. Proceedings of the International Conference on Value Engineering and Management: Innovation in the Value Methodology, ICVEM 2012, Hongkong

4. Websites

a. Project Management Associates (2022) NA, Individual Competence Baseline, Retrieved on 03 July 2022 from https://www.pma-india.org/assets/frontend/img/pdf-files/IPMA-ICB4_18.12.2015.pdf

b. Project Management Institute (2022) NA, Standards and Publications, Retrieved on 03 July 2022 from https://www.pmi.org/pmbok-guide-standards

5. Other Electronic Resources

a. MS Project

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Course Specifications: Logistics and Supply Chain Management

Course Title	Logistics and Supply Chain Management
Course Code	BAE534A
Course Type	Specialisation Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course aims to develop an understanding of logistics and supply chain management in the context of an integrated organisation for sustainability. The students are trained to develop an understanding of logistics and supply chain management in alignment with overall business strategies. They are taught the conceptual and analytical framework for designing, planning and sourcing the supply in a supply chain network.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the strategic framework for the analysis of Supply Chains
CO-2. Examine the design and planning of transportation and distribution networks for local and global supply chains
CO-3. Evaluate the concepts for planning of supply chain networks
CO-4. Propose the inventory requirement for a coordinated supply chain network

5. Course Contents

Unit 1 (Understanding the Supply Chain): Objectives, Importance, Decision Phases, Process

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Views and Examples.

Unit 2 (Competitive and Supply Chain Strategies): Supply Chain Drivers and Metrics, Framework for Structuring Drivers.

Unit 3 (Distribution Networks): Role, Influencing Factors, Design Options and Applications, the Role of Network Design in the Supply Chain, Designing Global Supply Chain Networks, Case Studies.

Unit 4 (Planning and Coordinating Demand and Supply in a Supply chain): Demand Forecasting – Characteristics and Components of Forecast, Basic Approaches, Forecast Errors, Aggregate Planning in a Supply Chain using Linear Programming and MS Excel, Role of IT in Aggregate Planning, Inventory Planning, Managing Demand and Supply, Implementing Sales and Operations Plans, Coordination in a Supply Chain and Effects of Lack of Coordination: Bullwhip Effect, The Beer Game.

Unit 5 (Transportation in a Supply Chain): Roles, Modes and their Performance Characteristics, Transportation Infrastructure and Policies, Transportation Network Design, Role of IT in Transportation, Technology for Visibility and Traceability of the Supply Chain – Radio Frequency Identification (RFID), Enterprise Resource Planning (ERP), Blockchains.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	3		1	
	CO-2	2	3		1	
	CO-3	2	3		1	
	CO-4	2	3		1	

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		00
1. Demonstration using Videos		
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer	00	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		05
1. Course Laboratory	00	
2. Computer Laboratory	05	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	

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Others		15
1. Case Study Presentation	03	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	00	
5. Group Discussions	07	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations

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5.	Problem Solving Skills	Classroom discussion, Case discussions, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case discussions
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	Assignment
15.	Leadership Skills	Group discussion

10. Course Resources

1. Essential Reading

a. Course notes

b. Chopra, S., Meindl, P. and Kalra, D.V. (2016) *Supply Chain Management*, 6th edition, Pearson Education.

2. Recommended Reading

a. Shah, J., (2016) *Supply Chain Management – Text and Cases,* 2nd Edition, India, Pearson Education

b. Singh, K., (2021). Handbook on Supply Chain Management. 1st ed. [S.l.]: NOTION PRESS

3. Magazines and Journals

a. Harvard Business Review, Harvard Business School Press, Alternate Months

b. Supply Chain Management Review, Emerald Group Publishing, 7 times per year

c. Supply Chain Management, Emerald Group Publishing Ltd.

d. Journal of Supply Chain Management, Wiley-Blackwell

e. Journal of Humanitarian Logistics and Supply Chain Management, Emerald Group Publishing Ltd.

f. International Journal of Business Performance and Supply Chain Modeling, Inderscience

4. Websites

a. Supply Chain Today, Retrieved on 11 July 2022 from https://www.supplychaintoday.com/

b. Supply Chain Metric, Retrieved on 11 July 2022 from http://www.supplychainmetric.com/

5. Other Electronic Resources

a. MS Excel

b. LINDO

c. QM for Windows

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Course Specifications: Group Project

Course Title	Group Project
Course Code	BAP601A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to apply and synergise the learning outcomes of M.B.A. Programme through a group project. The group project focuses on the application of appropriate management practices and use of relevant university resources and departments for definition and execution of the project. In addition, this course enables the student to gain practical experience of working in a project mode, requiring interactions with the domain specialist to meet the managerial challenges of the project undertaken. The significant feature of the project will be the demonstration of its applicability and quantification of benefits.

2. Course Size and Credits:

Number of credits	05
Credit Structure (Lecture: Tutorial: Practical)	00:01:04
Total hours of interaction during the semester	145
Number of semester weeks	15
Department responsible	Management Studies and Commerce
Course marks	Total Marks : 100
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

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4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Work in a team and undertake a project in their area of specialization
- **CO-2.** Apply the management principles for executing the project
- **CO-3.** Apply appropriate research methodology while formulating a project
- **CO-4.** Analyse data, report findings and recommend appropriate solutions to resolve the problem
- **CO-5.** Develop a video which explains the project, exhibit, make a presentation and document the work

5. Course Contents

Course Content (Indicative)
Need for undertaking a project, project specifications, Strategy analysis, and presentation Project Management, Project Development, Project Validation, Project Evaluation, Exhibition, Presentation, Team building, Team work, Leadership skills

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1					3
	CO-2	3	2			
	CO-3	2	3			
	CO-4		3		2	
	CO-5				3	2

7. Course Teaching and Learning Methods

Topics	**Teaching methods**	**Hours**
Critical Review, Problem Formulation and stating Objectives	Reading Journal papers , books and other relevant materials and problem formulation	25
	Presentation to Reviewers	5
Data collection for problem solving	Group work with supervisors guidance	35
Analysis and conclusions	Group work with supervisors guidance	35
Video creation, Presentation, Thesis/Report Writing and Viva Voce		
	Thesis/Report writing - Group	30
	Project Exhibition and Video creation - Group	10

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Presentations	5
Total	145
Note: The above time calculation is for a group of 5 students and can be modified depending on the number of students. The project chosen should justify the time allotted.	

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.Tech. (Electronics and Communication Engineering) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE, COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
Subcomponent	**CE - SC1 (50 %)**	**SEE (50%)**
Subcomponent Type	**Presentation and Exhibition**	**Project Report**
Maximum Marks	**25**	**25**
CO-1	X	
CO-2	X	
CO-3		X
CO-4		X
CO-5	X	

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

10. Achieving Leaning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Literature Review and group Interactions
2.	Understanding	Literature Review and group Interactions
3.	Critical Skills	Assignment - (problem identification)
4.	Analytical Skills	Assignment (data analysis)
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment

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7.	Group Work	Assignment
8.	Self-Learning	Assignment
9.	Written Communication Skills	Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioural Skills	Assignment
13.	Information Management	Report
14.	Leadership Skills	Assignment

10. Course Resources

a) Essential Reading- Relevant papers and articles

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Course Specifications: MBA Dissertation and Publication

Course Title	MBA Dissertation and Publication
Course Code	BAP602A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to give an insight to the students on application of principles of research methodology, preparation of research project proposal, research project management, execution of research project and effective technical communication and presentation. It also emphasizes the need and the relevance of a structured approach to identify a research topic and undertake research. This module provides an opportunity for students to apply theories and techniques learnt during program work. The student is also required to submit the paper to a conference approved by the department and make a presentation to the examiners in the faculty.

2. Course Size and Credits:

Number of credits	14
Credit Structure (Lecture: Tutorial: Practical)	01:01:12
Total hours of interaction during the semester	400
Number of semester weeks	15
Department responsible	Management Studies/ Commerce
Course marks	Total Marks : 200
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

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4. Course Outcomes

After undergoing this course students will be able to:

CO-1. Critically review scholarly literature collected from various sources for the
CO-2. project purpose and formulate a research problem
CO-3. Prepare and present a research proposal
CO-4. Conduct research to achieve research objectives
CO-5. Propose new ideas/methodologies or procedures for further improvement of
CO-6. the research undertaken
CO-7. Create research document and write and submit research papers for publication in reputed journals

5. Course Contents

Course Content (Indicative)
Research Methodology : Information search, retrieval and review Use of conceptual models and frameworks Problem solving , Evaluation Interpretations , drawing conclusions Proposing ideas or methods for further work Thesis writing Oral presentation Authoring Research paper Presentation and Analysis of data Interpretation of data in a conference or in SCOPUS indexed /UGC Care journals

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			2	
	CO-2				3	2
	CO-3	2	3	2		
	CO-4		3	2		
	CO-5				3	2

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Information search, retrieval and review, Project definition and project planning	ReadingJournalpapers, booksand otherrelevant materialsandproblem formulation	150
Use of conceptual models and Frameworks	Individual work with supervisors guidance	50
Problem solving and Evaluation	Individual work with supervisors guidance	50
Interpretations and drawing Conclusions	Individual work with supervisors guidance	50
Proposing ideas or methods for further work	Individual work with	20

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	supervisors guidance	
Create research document and write research papers for publications	Thesis/Report writing/Presentation	20
	Authoring research paper/Publication	20
Defend the research findings in front of scholarly audience	Presentation Preparation	20
Tests/Examinations/presentations preparation		20
	Total	400

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

	Component 1: CE (50% Weightage)		
Subcomponent	**SC1**	**SC2**	**Semester End Examination: SEE (50% weightage)**
Subcomponent Type	**Interim and Final Report Presentation**	**Paper Development and Upload**	**Report**
Maximum Marks	**50**	**50**	**100**
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4	X	X	X
CO-5	X	X	X

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving Cos

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Thesis
2.	Understanding	Thesis

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3.	Critical Skills	Thesis
4.	Analytical Skills	Thesis
5.	Problem Solving Skills	Thesis
6.	Practical Skills	Thesis
7.	Group Work	---
8.	Self-Learning	Thesis
9.	Written Communication Skills	Report writing
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioural Skills	Thesis
13.	Information Management	Thesis
14.	Leadership Skills	Thesis

10. Course Resources

a. **Essential Reading**

1. Booth W. C, Colomb and G.G Williams. (2005) The Craft of Research, Chicago University Press
2. Willium M.K and Trochim. (2003)Research Methods, 2nd Edition, Biztantra Publications
3. Jonathan Grix. (2004) The Foundation of Research, Palgrave Study Guides

b. **Recommended Reading**

1. Wisker Gina. (2001) The Post Graduate Research Handbook, Palgrave
2. Rugg G. and Petre M. (2004) The Unwritten Rules of Ph.D research, Open University

c. Magazines and Journals

1. Websites – Google Scholar

2. Other Electronic Resources- EBSCO, Google Scholar

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RAMAIAH UNIVERSITY OF APPLIED SCIENCES

Programme Specifications

M.B.A. (Pharma Business Management) Degree Programme

Programme Code: 100

Faculty of Management and Commerce

Batch 2022-2023 Onwards

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University's Vision, Mission and Objectives

The M. S. Ramaiah University of Applied Sciences (MSRUAS) focuses on student-centric professional education and motivates its staff as well as students to contribute significantly to the growth of technology, science, economy and society through their imaginative, creative and innovative pursuits. Hence, the University has articulated the following vision and objectives.

Vision

To be an institute of excellence imparting Management Education for various Stakeholders to be Co-creators, Leaders and Entrepreneurs for Societal and Global Prosperity

Mission

M1. To inculcate life-long learning attribute through contemporary Pedagogical Techniques and Assessment

M2. To cultivate critical thinking capabilities and promote multidisciplinary research for contextual problem solving through a scientific approach

M3. To instill innovative Business Practices and Entrepreneurial Intentions for Sustainable Growth and Outreach

M4. To develop Leaders with a holistic mindset sensible to humanity and Society

Objectives

1. To disseminate knowledge and skills through instructions, teaching, training, seminars, workshops and symposia in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to equip students and scholars to meet the needs of industries, business and society
2. To generate knowledge through research in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences to meet the challenges that arise in industry, business and society
3. To promote health, human well-being and provide holistic healthcare
4. To provide technical and scientific solutions to real life problems posed by industry, business and society in Engineering and Technology, Art and Design, Management and Commerce, Health and Allied Sciences, Physical and Life Sciences, Hospitality Management, Law and Social Sciences
5. To instill the spirit of entrepreneurship in our youth ~~to~~ and help to create ~~more~~ career opportunities in the society by incubating and nurturing technology product ideas, and supporting technology backed business
6. To identify and nurture leadership skills in students and help in the development of our future leaders to enrich the society we live in
7. To develop partnership with Universities, Industries, Businesses, Research Establishments, NGOs, International Organizations, Governmental Organizations in India and Abroad to enrich the experiences of faculties and students through research and developmental programmes

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Programme Specifications: M.B.A. (Pharma Business Management)

Faculty	Management and Commerce
Department	Management Studies
Programme Code	100
Programme Name	M.B.A. (Pharma Business Management)
Dean (I/C) of the Faculty	Dr. K.M. Sharath Kumar
Head of the Department	Dr. K.M. Sharath Kumar

1. **Title of the Award:** M.B.A. (Pharma Business Management)
2. **Mode of Study:** Full-Time
3. **Awarding Institution /Body:** M. S. Ramaiah University of Applied Sciences, Bengaluru
4. **Joint Award:** Not Applicable
5. **Teaching Institution:** Faculty of Management and Commerce, M. S. Ramaiah University of Applied Sciences, Bengaluru
6. **Date of Programme Specifications:** October 2023
7. **Date of Programme Approval by the Academic Council of MSRUAS:** November 2023
8. **Next Review Date:** September 2025
9. **Programme Approving Regulating Body and Date of Approval:** All India Council for Technical Education, New Delhi, 24-May-2023
10. **Programme Accredited Body and Date of Accreditation:** Not Applicable
11. **Grade Awarded by the Accreditation Body:** Not Applicable
12. **Programme Accreditation Validity:** Not Applicable
13. **Programme Benchmark:** Not Applicable
14. **Rationale for the Programme**

India, rightly coined as 'pharmacy of the world', having supplied various countries with essential medicines and medical supplies during the COVID-19 pandemic. This is evident from the fact that Indian pharmaceutical companies have indigenously created medicines for the neediest countries. The current pandemic has been proof of the fact that India can not only innovate but also rapidly distribute time-critical drugs to every part of the globe where required. India being the world's largest supplier of low-cost generics, vaccines, and affordable medicines, also produces the largest amount of drugs and has the second-largest number of Food and Drug Administration (FDA) By 2025 the Indian pharmaceutical sector is perfectly positioned to grow to US$ 100 billion. Pharmaceuticals export from India which stood at US$ 16.3 billion in FY20, includes bulk drugs, intermediates, drug formulations, biologicals, Ayush, and herbal products. India's biotechnology industry comprising biopharmaceuticals, bio-services, bio-agriculture, bio-industry, and bioinformatics, was valued at US$ 64 billion in 2019 and is expected to reach US$ 150 billion by 2025. With an aim of increasing industry revenue to $ 120bn-130bn by 2030 from current revenue of $ 41bn at a compound annual growth rate (CAGR) of 11-12 per cent, Indian pharmaceutical industry is poised to become the world's largest supplier of drugs.

India's advantage lies in fuelling pharmaceutical exports and strengthening the R&D ecosystem,

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investing in large-scale production of pharma products and expanding ancillary units, enhancing access to quality and affordable secondary/tertiary health services, strengthening India by providing technical knowledge and support to other developed and developing nations and significant availability of skill workforce and raw material.

Pharmaceutical industry has been proved to be the major driving force in economic growth for all the developed and developing countries. The pharmaceutical sector is now a key powerhouse driving the Indian economy. Hence, the importance of pharmaceutical industry in economic prosperity is undeniable. As it is the major contributor in overall production mechanism of any economy, people with special skill set and knowledge to face the challenges of services management is high in demand.

The MBA qualification is regarded internationally as the hallmark of successful managers – a pre requisite for individuals and organizations who seek to gain competitive advantage. It equips motivated individuals with an exceptional portfolio of academic and practical business skills. Studying MBA enables students to apply both creative and analytical thinking to every business issue. At the same time it also provides students with a unique framework from which to develop their experience, build on their strengths and nurture their individual talents. The wind of change towards globalisation and liberalisation is fast penetrating into the pharma industry. Industry always looks for the best of the people fit to fight with the odds of the world.

It expects the fresh business minds to demonstrate enthusiasm, be self-motivated, lead teams and motivate others. For the past few years, there has been a drastic change in pharma business trend towards global diversification. To meet this demanding strategy, Non-science graduates are also preferred apart from science graduates by many pharmaceutical companies to strengthen their demanding business and sales portfolio. If non-science graduates desires for a good career in this chosen domain, then M.B.A Pharma Business Management Programme by Faculty of Management and Commerce is a ladder to success. The M.B.A. programme is focused on producing leading MBA graduates who truly understand the dynamics of pharmaceutical industry and business with vision, creativity and its innovativeness.

Faculty of Management and Commerce of MSRUAS offers M.B.A. programme in Pharma Business Management featured with semester which emphasizes and helps the students in understanding concepts of pharmaceutical industry, the environment, customer expectations and the best business practices and strategies. This Programme focuses on developing the management skills and knowledge which is a pre- requisite in an expanding and constantly changing competitive global pharma businesss scenario. Apart from this, the programme specifically intends to deepen practical experience and ability to strategically manage health care industry. The Programme also focuses on conceptual thinking, analysis and research to develop and implement creative ideas and solutions to organizational issues.

Programme Mission

The purpose of the programme is to create professional management graduates specialising in Pharma Business Management who can devise strategies, design processes, plan and control resources to achieve the stated business goals.

15. Graduate Attributes (GAs)

GA-1. Knowledge of Business Management: Demonstrate deep understanding of conceptual knowledge in their chosen specialization

GA-2. Ethics and Social Responsibility: Demonstrate ethical and socially responsible behaviour in Business decisions

GA-3. Relevant Technological Literacy: Ability to leverage appropriate technology for business decisions

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GA-4. Problem Solving and Decision Making: Utilise critical and innovative thinking to identify and solve business problems

GA-5. Entrepreneurial Awareness: Acquire relevant knowledge to establish entrepreneurial ventures

GA-6. Global Citizenship: Exhibit team work and effective communication to adapt to cross-functional and multicultural work environments

GA-7. Research and Lifelong Learning: Ability to conduct business research and solve problems in a dynamic business environment

GA-8. Leadership: Exhibit initiative, intrapreneurial skills and lead teams effectively

16. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

17. Programme Goal

The programme goal is to produce postgraduates who will be able to apply management tools and techniques to optimally use scarce resources and emphasize on holistic decision-making with empathy to improve transparency as well as mitigate risks for a business process.

18. Program Educational Objectives (PEOs)

PEO-1. Practice contemporary global management principles in a wide range of business and real-world paradigm

PEO-2. Conduct applied research for addressing relevant business and societal concerns through an evidence based approach

PEO-3. Excel as aspiring Intrapreneurs and Entrepreneurs for Societal Well-being

PEO-4. Bestow Human Values with a rational mind-set for contingent business solutions

19. Programme Structure:

Semester 1							
Sl. No.	**Code**	**Course Title**	**Theory (H/W/S)**	**Tutorials (H/W/S)**	**Practical (H/W/S)**	**Total Credits**	**Max. Marks**
1	BAC501A	Managerial Skills and Business Communication	03	00	02	04	100
2	BAC502A	Human Resource Management	03	02	00	04	100
3	BAC503A	Managerial Economics	03	00	02	04	100
4	BAC504A	Managerial Accounts	03	02	00	04	100
5	BAC505A	Marketing Management and Marketing Research	03	00	02	04	100
6	BAC506A	Operations Management	03	00	02	04	100
Total			**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

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Semester 2							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAC507A	Strategic Management, CSR and Sustainability	03	02	00	04	100
2	BAC508A	Business Mathematics, Statistics and Analytics	03	00	02	04	100
3	BAC509A	Management Information Systems	03	00	02	04	100
4	BAC510A	Business Law and Corporate Governance	03	00	02	04	100
5	BAC511A	Corporate Finance	03	00	02	04	100
6	BAC512A	Innovation and Entrepreneurship	03	02	00	04	100
Total			**18**	**04**	**08**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Between Semester 2 and Semester 3

Industry Internship					
Sl. No.	Code	Course Title	Practical (H/W/S)	Total Credits	Max. Marks
1	BAI513A	Industry Internship	16	08	100
Total Number of Contact Hours Per Week in Industry			**16**		

Semester 3							
Sl. No.	Code	Course Title	Theory (H/W/S)	Tutorials (H/W/S)	Practical (H/W/S)	Total Credits	Max. Marks
1	BAE561A (Major-1)	Pharma Operations Management	03	00	02	04	100
2	BAE562A (Major-2)	Pharma Brand and Sales Management	03	02	00	04	100
3	BAE563A (Major-3)	Pharma Regulations and Green Management	03	00	02	04	100
4	BAE504A (Major-4)	Contemporary Practices in Pharma Management	03	00	02	04	100
5	(Minor-1)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization)	03	00	02	04	100
6	(Minor-2)	From Other Specializations (Any Two Subjects from Chosen Minor Specialization)	03	00	02	04	100
Total			**18**	**02**	**10**	**24**	**600**
Total Number of Contact Hours Per Week			**30**				

Between Semester 3 and Semester 4

Industry Internship					
Sl. No.	Code	Course Title	Practical (H/W/S)	Total Credits	Max. Marks
1	BAP601A	Group Project	16	08	100
Total Number of Contact Hours Per Week in Industry			**16**		

Semester 4							
Sl.	Code	Course Title	Theory	Tutorials	Practical	Total	Max.

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No.			(H/W/S)	(H/W/S)	(H/W/S)	Credits	Marks
1	BAP602A	MBA Dissertation and Publication	0	0	28	14	100
Total						**14**	**100**
Total Number of Contact Hours Per Week in Industry			**28**				

Note:

13. The Vacations and other activities shall be as per the Timetable and Academic Calendar for the corresponding batch
14. Students will undergo Summer Internship between 2nd and 3rd Semesters
15. Summer Internship will be evaluated in the 3rd Semester
16. Group Project will be initiated at the end of Semester 3 and evaluated before Semester 4
17. Research Methodology will be taught as a Value-Added Course
18. Minimum 20 Students are required to deliver Major Specialization
20. **Course Delivery:** As per the Timetable
21. **Teaching and Learning Methods**
    1. Face to Face Lectures using Audio-Visuals
    2. Workshops, Group Discussions, Debates, Presentations
    3. Cases, Case study, Case lets
    4. Demonstrations
    5. Guest Lectures
    6. Laboratory work/Field work
    7. Industry Visit
    8. Seminars/ Conferences
    9. Group Exercises
    10. Project Exhibitions
    11. Management Festivals

22. **Assessment and Grading**

22.1. Components of Grading

There shall be **two components** of grading in the assessment of each course:

Component 1, Continuous Evaluation (CE): This component involves multiple subcomponents (SC1, SC2, etc.) of learning assessment. The assessment of the subcomponents of CE is conducted during the semester at regular intervals. This subcomponent represents the formative assessment of students' learning.

Component 2, Semester-End Examination (SEE): This component represents the summative assessment carried out in the form of an examination conducted at the end of the semester.

Marks obtained in CE and SEE components have equal weightage (CE: 50% and SEE:

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50%) in determining the final marks obtained by a student in a Course.

The complete details of Grading are given in the Academic Regulations.

22.2. Continuous Evaluation Policies

Continuous evaluation depends on the type of the course as discussed below:

Theory Course	
Mid-Term Exam (SC1)	Assignment/Presentation and Class Participation (SC2)
25 Marks	25 Marks

There shall be two sub - components of CE (SC1 and SC2). Each sub-component is evaluated individually for 25 marks. Apart from Mid-Term 25 Marks, the other components of CE can be of any of the following types:

a) Online Test
b) Assignments/Problem Solving
c) Presentation
d) Field Assignment
e) Open Book Test
f) Portfolio
g) Reports
h) Case Study
i) Group Task
j) Quiz
k) Any other

After the two subcomponents are evaluated, the CE component marks are determined as:

CE Component Marks = SC1 + SC2 (Scaled Down to 25 Marks Each)

An additional sub-component may be used at the discretion of the Faculty/Department. The Department can conduct the 3rd subcomponent SC3, if this subcomponent provides benefit to students. If the Department/Faculty conducts the SC3 subcomponent of evaluation, and the score obtained by the student in SC3 is greater than the lowest score of the previous two subcomponents SC1 and SC2, then it replaces the lower of the two scores.

23. Student Support for Learning

1. Course Notes
2. Reference Books in the Library
3. Magazines and Journals
4. Internet Facility
5. Computing Facility
6. Laboratory Facility
7. Staff Support
8. Lounges for Discussions
9. Any other support that enhances their learning

24. Quality Control Measures

1. Review of Course Notes
2. Review of Question Papers and Assignment Questions
3. Student Feedback

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4. Moderation of Assessed Work
5. Opportunities for Students to see their Assessed Work
6. Review by External Examiners and their Reports
7. Staff Student Consultative Committee Meetings
8. Student Exit Feedback
9. Board of Examination

25. Programme Map (PO Map)

Sem.	Course Title	PO-1	PO-2	PO-3	PO-4	PO-5
1	Managerial Skills and Business Communication	3	1		3	3
1	Human Resource Management	1	2	2		3
1	Managerial Economics	2	3		3	3
1	Managerial Accounts	3			3	3
1	Marketing Management and Marketing Research	3	3	3	2	3
1	Operations Management	3	1	1	3	3
2	Strategic Management, CSR and Sustainability	1			3	2
2	Business Mathematics, Statistics & Analytics	3	1	1	3	3
2	Management Information Systems	1	2		3	3
2	Business Law and Corporate Governance	2	3	2	1	1
2	Corporate Finance		1	3	2	1
2	Innovation and Entrepreneurship	3	2	2	2	2
B/W 3&4	Industry Internship	2				3
3	Pharma Operations Management	2		2	3	2
3	Pharma Brand and Sales Management	3	2	2	3	3
3	Pharma Regulations and Green Management	3		2	3	3
3	Contemporary Practices in Pharma Management	3	1	2	2	3
B/W 3&4	Group Project	2		1	2	2
4	MBA Dissertation and Publication	3	2		2	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

26. Co-curricular Activities

Students are encouraged to take part in co-curricular activities like seminars, conferences, symposia, paper writing, attending industry exhibitions, project competitions and related activities for enhancing their knowledge and networking.

27. Cultural and Literary Activities

Annual cultural festivals are held to showcase the creative talents in students. The Students are involved in planning and organizing the activities.

28. Sports and Athletics

Students are encouraged to take part in sports and athletic events regularly. Annual sports meet will be held to demonstrate sportsmanship and competitive spirit.

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Course Specifications: Managerial Skills and Business Communication

Course Title	Managerial Skills and Business Communication
Course Code	BAC501A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce to students, the fundamentals of Management Concepts and Managerial Skills. The course is intended to introduce the various functions of management, levels of management and skills associated with various levels of management. Students will also gain an appreciation of the roles of a Manager and Leader.

This course aims at equipping students with the essentials of business communication. Business Communication is essential since it is the important process through which managers and organizations in their entirety accomplish the set objectives culminating in the success.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply Fundamental Management Principles for Effective Decision-Making
CO-2. Analyze and Managerial Skills and their Organizational Impact
CO-3. Evaluate Proficient Business Communication Strategies
CO-4. Develop Persuasive Oral and Written Communication for Leadership Impact

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5. Course Contents

Unit 1 (Introduction): Concept of Fundamentals of Management, Evolution of Management Thought, Scope, Functions Principles of Scientific Management and Principles of Modern Management

Unit 2 (Functions of Management): Planning, Organizing, Staffing, Leading, Controlling and Leadership and Motivation theories

Unit 3 (Managerial Skills): Various skills required for management and leadership, Conceptual skills, Technical skills, Human skills, Leadership skills, Communication skills and associated skills

Unit 4 (Nature of Business Communication): Introduction, Types of Business Communication, Communication Network in Organizations; Importance of Listening in the Workplace: Introduction, Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context

Unit 5 (Reading Skills): Introduction, Types of reading, SQ3R (Survey, Question, Read, Retrieve, and Review) Technique of Reading

Unit 6 (Written Business Communication): Introduction, General Principles of Writing, Principles of Business Writing, Internal Business Communication: Writing Memos, Circulars and Notices, Communicating through Email, Communication with Stakeholders

Unit 7 (Internal and External Business -Communication): Writing Business Reports: Introduction, Types of Business Reports, Format for Business Reports, Steps in Report Preparation; Proposals

Unit 8 (Presentation Skills): Public speaking including Message development, content, projection, inflection and delivery

Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2			2
	CO-2	2	3			3
	CO-3	2		2	3	
	CO-4		2	3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		0
1. Solving Numerical Problems	00	

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Practical Work		10
1. Course Laboratory – MS OFFICE	05	
2. Computer Laboratory	00	
3. Workshop	05	
Others		20
1. Case Study Presentation	05	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

a. Course notes

b. Harold K & and Heinz. W, (2015) Essentials of Management, 6th edition, Tata McGraw-Hill, New Delhi

c. Krishnamacharyulu CSG, (2016) Business Communication, Himalaya Publishing House

2. Recommended Reading

a. Prasad, L. M. (2015). Principles and Practice of Management. 9th edition, S Chand and sons

b. V. Lesikar, John D. Pettit, Jr., Marie E. Flatley. (1999), Basic Business Communication, 8th Edition, Tata McGraw Hill

3. Magazines, Periodicals and Journals

a. Economic Times, Business Standard, Hindu Business Line

b. Business Today

c. Business India

d. Business World: ABP Group - Fortnightly business magazine

e. Prabandhan: Indian Journal of Management: Informatics Publishing Limited – Monthly issue

f. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited – Quarterly issue

4. Websites

WWW.NPTEL.AC.IN

WWW.SWAYAM.GOV.IN/NC_DETAILS/NPTEL

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Course Specifications: Human Resource Management

Course Title	**Human Resource Management**
Course Code	BAC502A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Human Resource Management and its role within the modern organisation. Students are introduced to the concepts of Personality, Attitude, Perception and Behavior in Organisations. In addition, students are taught to analyse the concepts of recruitment, training and performance management. Students are also exposed to basic concepts of organisational design and organisational life cycle. Further, students will gain hands-on experience in HR Processes.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Applying the concepts of Human Resource Management in an organization
CO-2. Analyzing the contribution of Organisation Behaviour in managing human resources of an organisation
CO-3. Evaluating the approaches to human resource strategies in terms of recruitment, training & development, and performance management
CO-4. Propose the principles of Industrial Relations and Conflict Management using advanced strategies

5. Course Contents

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Unit 1 Human Resource Management (HRM) Overview and Human Resource Planning: Concepts and Evolution of HRM, Difference between HRM and Personnel Management, HRM Objectives, HRM Functions, Role of the HR Practitioner, Strategic HRM and its Importance, Organisation of HR Department and Best HR Practices. Objectives of HR Planning, Planning Process, Benefits, Job Analysis, Job Description and Job Specification, Job Design and its Significance

Unit 2 Introduction to Organisational Behaviour, Culture, Structure and Design (OB): OB Model and Goals of OB, Foundations of Individual Behavior - Individual differences, Ability, Perception, Aptitude, Attitude, Learning, Personality, Foundations of Group Behavior - Group Properties, Group Development and Johari Window, Emotional Intelligence, Role of Organisations in Society, Organisation Structure and its Elements, Organisational Design and its Importance, Organisational Culture and its Types.

Unit 3 Recruitment, Training & Development: Recruitment and Selection, Recruitment Planning Process, Selection - Significance and Methods, Psychometric Tests for Hiring, using Social Media for Hiring, Induction, Training and Development, Career Management, HR Audit, Separations, Promotions, Transfers.

Unit 4 Performance and Compensation Management: Introduction, Objectives of Performance Management, Cycle of Performance Management, Performance Appraisal System, Methods of Appraisal - Traditional and Contemporary, Reward Management - Grade and Pay Structures, Rewarding Special Groups, Employee Compensation and Benefits.

Unit 5 Industrial Relations and Conflict Management: Industrial Relations, Objectives, Employee Relations Process and Approaches - Employee Voice and Grievances, Causes and Effects of Grievances, Grievance Handling Procedure, Employee Health and Safety and Factories Act, Conflict Management, Conflict Resolution Process.

Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3	2	2	2	2
CO-2	3	3	3	2	2
CO-3	3	3	2	3	3
CO-4	3	3	2	3	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

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6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00

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1. Solving Numerical Problems	00	
Practical Work		07
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Role Plays	07	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		18
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Human Resource Management). The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following

teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Case-study Presentations
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Group Discussions
15.	Leadership Skills	Group Discussions

9. Course Resources

1. Essential Reading

1. Course Notes

2. Dessler, G., 2017. *Human Resource Management*. 15th ed. Upper Saddle River (N.J.): Prentice Hall.

3. Robbins, S. and Judge, T., 2018. *Organizational Behavior*. 18th ed. New Delhi: Pearson.

2. Recommended Reading

a. Armstrong, M. and Taylor, S., 2020. *Armstrong's Handbook of Human Resource Management Practice*. 15th ed. New York: Kogan Page.

b. Monappa, Arun. (2017) *Industrial Relations,* 2nd ed. McGraw Hill Education, New Delhi

3. Magazines and Journals

1. HBR Magazine
2. International Journal of Organizational Analysis, Emerald Group Publishing Ltd
3. Participation and Empowerment: An International Journal, MCB UP Ltd
4. Development and Learning in Organizations, Emerald Group Publishing
5. Elsevier and springer and people matter

4. Websites

5. Management Library. 2022. *Management Library*. [online] Available at: <https://managementhelp.org/> [Accessed 10 July 2022].
6. SHRM. 2022. *SHRM - The Voice of All Things Work*. [online] Available at: <http://www.shrm.org/> [Accessed 10 July 2022].
7. Valamis. 2022. *What Is Talent Management? Model, Strategy, Process*. [online] Available at: <https://www.valamis.com/hub/talent-management> [Accessed 10 July 2022].

8. Other Electronic Resources

NA

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Course Specifications: Managerial Economics

Course Title	Managerial Economics
Course Code	BAC503A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with economics for managerial decision making. Students will be introduced to concepts such as scarcity and efficiency, problems of economic society, demand and supply analysis and elasticity. Further, concepts related to consumer behavior, producer behavior, and cost analysis as well inclusion of advanced topics in economic analysis are highlighted. Students will also be familiarized with Gross Domestic Product (GDP), national income and analyze the implications of changes in fiscal and monetary policies.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the concepts of microeconomics, macroeconomics and consumer behavior
CO-2. Analyze with the help of forecasting techniques to address demand-supply concerns
CO-3. Evaluate economic logic for managerial decision making
CO-4. Discuss implications of changes in Government fiscal and monetary policies

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5. Course Contents

Unit 1 (Introduction to Managerial Economics): Economic Systems, Principles of Managerial Economics, Integration with Other Managerial Decision-Making Process, Tools and Analysis of Optimization, Role of Government, Private, Competition Vs. Cooperation.

Unit 2 (Demand-Supply Analysis and Consumer Behaviour): Definitions, Determinants, Laws and Curves of Demand and Supply, Demand Forecasting, Qualitative and Quantitative Interpretation of Demand, Law of Diminishing Marginal Utility, Consumer and Producer Surplus, Analysis of Consumer Behavior, Individual Consumer Decisions, Analysis of Consumer Decisions in Terms of their Underlying Preferences Consumer Preferences, Use of Utility Function to Make Predictions about Consumer Preferences.

Unit 3 (Analysis of Production, Costs and Revenues): Cost of Factors Involved in Production, Variable and Fixed Cost, Average and Marginal Cost, Real and Opportunity Cost, Economies of Scale, Law of Returns: Constant, Decreasing and Increasing Returns.

Unit 4 (Market Structures and Decision Making): Market Types, Perfect Competition, Price Determination and Equilibrium, Monopoly - Features, Equilibrium Condition, Price Discrimination, Monopolistic Competition – Features, Oligopoly - Cartels, Pricing Strategy, Sustainability Business Model.

Unit 5 (Fiscal and Monetary Policies): Gross Domestic Product, Consumer Price Index, Inflation Measurement and Adjustment, Standard of Living, Physical and Human Capital, Factors Affecting Productivity, The Business Cycle, Fiscal Policy Tools, Automatic Stabilizers, Contractionary and Expansionary Gaps, Inflows, Outflows and Restrictions Exchange Rates, Currency Appreciation and Depreciation, Trade Deficits and Surpluses.

Unit 6 The Keynesian System and Post Keynesian Macroeconomics: The Problem of Unemployment, The Simple Keynesian Model, Equilibrium Output, Components of Aggregate Demand, Equilibrium Income, Role of Fiscal Policy and Multiplier, Exports and Imports in the Simple Keynesian Model; Interest Rates And Aggregate Demand; Keynesian Theory Of The Interest Rate; Money Supply and Money Demand in Keynesian Framework, New Classical Position: Keynesian Counter Critique, Rational Expectations Hypothesis, Business Cycle Theories, Multiplier –Accelerator Intersection Model, Business Cycle Theory, Political Business Cycle Model, New Keynesian Economics: Menu Cost Theory, Efficient-Wage Theory, Insider-Outsider Model and Hysteresis, Analysis of Case Studies.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	2	1		2
	CO-2	2	3		3	3
	CO-3	3	2	1	3	3
	CO-4	2	3	2	2	3
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

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7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		15
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	00	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2, SC3 or SC4), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			

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CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Class room discussions, case study
6.	Practical Skills	Group activity, field study
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Group discussion

10. Course Resources

1. Essential Reading

1. Course notes
2. Paul A.S. and William N.D. (2010) *Economics*, 19th edition, McGraw Hill
3. Froyen, R. T. (2015) *Macroeconomics: Theory and Policies*, 10th edition, Pearson

2. Recommended Reading

1. Perloff, J. M. (2019) *Microeconomics*, 7th edition, Pearson
2. Varshney, R.L. and Maheshwari, K. L. (2014) *Managerial Economics*, 22nd revised edition, Sultan Chand & Sons
3. Paul, J. (2018) *Business Environment*, 4th edition, McGraw Hill education

3. Magazines and Journals

1. Economic and Political Weekly
2. Chartered Secretary
3. Chartered Accounts Today
4. Industrial Economist

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5. Quarterly Journal of Economics, Oxford University Press
6. Review of Economics and Statistics, MIT Press Journals
7. Journal of Accounting and Economics, Elsevier

4. Websites

a. Theory and Applications of Economics, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

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Course Specifications: Financial Accounting

Course Title	Managerial Accounts
Course Code	BAC504A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of accounting for managers. The students are taught the concepts and principles of accounting and analysis of financial statements. Students are also trained to calculate depreciation using different methods and prepare the final accounts of sole proprietary business and company

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Discuss the concepts and principles of accounting
CO-2. Evaluate the financial statements of the company for decision making
CO-3. Analyse the cash flow and fund flow statements for decision-making
CO-4. Develop the final accounts of the company and generate reports in Tally

5. Course Contents

Unit 1 (Introduction): Types of Accounting, Users of Accounting information, Concepts and Conventions of Accounting, Accounting Equation, Golden rules of accounting, Accounting Cycle, Accounting Standards, Indian GAAP, Introduction to IFRS

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Unit 2 (Accounting Records): Accounting Process, Cash Book, Petty Cash book, Trial Balance. Depreciation: Meaning, need & importance of depreciation and types of depreciation

Unit 3 (Final accounts): Preparation of Trading and Profit & Loss Account and Balance Sheet of sole proprietary business, preparation of final accounts of companies, Vertical form of financial statements

Unit 4 (Ratio Analysis): Ratio analysis concepts, Uses and demerits of ratios, Calculation various Analysis of financial statements using ratios, Dupont analysis

Unit 5 (Cash flow statement): Preparation of Fund flow and Cash flow Statement. Managerial decision making using Fundamental analysis

Unit 6 (Introduction to Accounting Software): Creation of Company, Configure and Features settings, Generating Reports, Selecting and shutting a Company

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2	1		
	CO-2	3	3		3	
	CO-3	3	2	1	3	
	CO-4	2	3	2	2	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Course/Workshop	00	
Others		05
1. Case Study Presentation	01	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

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8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Banking and Financial Services) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Class room lectures
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment ,lab
4.	Analytical Skills	Class room, Assignment , Examination
5.	Problem Solving Skills	Class room, Assignment ,Examination
6.	Practical Skills	Class room, Assignment, lab
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and Presentation
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Group discussions and Case study
15.	Leadership Skills	Presentation

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10. Course Resources

1. Essential Reading

a. Course notes
b. Rajashekaran, Lalitha (2022), Financial Accounting, Pearson Publication. Avaialable at Pearson e-library
c. Ramachandran N, Kakani, Ram Kumar. (2022), Financial Accounting for Management, McGraw Hill

2. Recommended Reading

a. Rajesh Chheda. (2018), Learn Tally.ERP 9 with GST, 2nd Edition
b. Guptha Ambrish.(2016) Financial Accounting for Management, Pearson Education
c. Rajesh Agarwal & R Srinivasan. (2005) Accounting Made Easy, Tata McGraw –Hill

3. Magazines and Journals

a. Chartered Secretary , published by The institute of Chartered Secretary of India
b. Chartered Accounts Today , published Arizant
c. Journal of Accountancy. The Journal of Accountancy is a monthly publication for accountants published by AICPA & CIMA
d. International Journal of Managerial and Financial Accounting, Published by Inderscience
e. The Accounting Review, Published by Willey and sons
f. Asian Journal accounting research, Published by Emerald

4. Websites

a. Accounting standards 2022. ICFAI - Accounting, standards, amendments, [online] Available at: <http://www.icai.org> [Accessed 11 July 2022].

5. Other Electronic Resources

a. Software: Tally ERP(11)

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Course Specifications: Marketing Management and Marketing Research

Course Title	Marketing Management and Marketing Research
Course Code	BAC505A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. **Course Summary**

This course deals with marketing management essentials required to satisfy customers' needs, wants and demand. Students are taught to integrate the elements of Consumer Behaviour, Sales and Marketing Mix. Students are also introduced to Segmentation, Targeting and Positioning, Integrated Marketing Communications. In addition, students are familiarized with concepts and process of marketing research. Emphasis will also be provided on marketing ethics and socially responsible marketing.

2. **Course Size and Credits:**

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. **Program Outcomes (POs)**

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. **Course Outcomes (COs)**

After the successful completion of this course, the student will be able to:

CO-1. Apply the Principles of Sales and Marketing to a given context.
CO-2. Analyse B2C and B2B consumer Behavior.
CO-3. Recommend Marketing Mix strategies for the targeted segments.
CO-4. Develop a Marketing Plan for a product/service

5. **Course Contents**

Unit 1 Fundamentals of Marketing: Concepts - Importance and Scope - Consumer Needs and Wants – Scanning Marketing Environment and Analyzing Marketing Mix, An Introduction To

Consumer Buying Behavior in B2B and B2C contexts

Unit 2 Segmentation Targeting and Positioning and Introduction to Product: Introduction to process of Segmenting, Targeting and Positioning, Dealing With Competition, Introduction to concept of "Product" , Product Management Concepts and Product Life Cycle Management, Concepts of Brand, Branding and Brand Management

Unit 3 Pricing Concepts – Introduction to Pricing Strategies - Value Based, Cost Based, Market Based, Competitor Based and New Product Pricing - Process and Evaluation of Price - Types Of Pricing

Unit 4 Distribution Management and Design Of Marketing Channels - Role of Distribution Management and Marketing Channels, Channel Design Decisions, Channel Management Decisions, Channel Integration, Introduction to Conflict, Co-Operation and Control In Channels

Unit 5 Marketing Communications- Role of Marketing Communications, Types of Marketing Communication, Developing Effective Communications, Introduction to Digital Marketing, Social Media Marketing and Deciding on Marketing Communication Mix

Unit 6 Marketing Research and Marketing Plan: Introduction to concept of Marketing Research, Importance of Marketing Research and process of marketing Research, Typical Components of Marketing Plan and Its Relevance To Marketing Research.

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			1	
	CO-2		3		2	
	CO-3	3				
	CO-4			3	1	2

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		10
1. Demonstration using Videos	5	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Model Studio	00	
Others		20
1. Case Study Presentation	05	
2. Guest Lecture	05	

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3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures,
3.	Critical Skills	Assignment
4.	Analytical Skills	Classroom discussion, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment

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7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Case study Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	Assignment
15.	Leadership Skills	Group discussions and case study

CO-6. Course Resources

1. Essential Reading

1. Course notes
2. G.Shainesh Philip Kotler, Kevin lane Keller, Alexander Chernev, Jagdish N. Sheth (2022), Marketing Management, Pearson (16th Edition)
3. Ramaswamy V. S. (2017), Marketing Management: A Strategic Decision Making Approach, Tata McGraw Hill Education Private Limited, 5th Edition
4. Nargundkar Rajendra (2019), Marketing Research – Text and Cases, 4th edition, McGraw Hill

2. Recommended Reading

a. Armstrong Gary, Kotler Philip, Cunningham, Margaret H. and Cunningham Peggy H. (2008) Principles of Marketing, 7th edition, Pearson Education
b. Naresh Malhotra. (2016), Essentials of Marketing Research, Pearson Education

3. Magazines and Journals

a. Harvard Business Review
b. Business India
c. Business Today
d. Outlook Business
e. Entrepreneur
f. Journal of Marketing
g. Journal of Consumer behavior
h. Journal of Interactive Marketing
i. Indian Journal of Marketing

4. Websites

a. https://harvardmagazine.com/
b. https://sloanreview.mit.edu/
c. www.indianjournalofmarketing.com
d. www.ama.org/

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Course Specifications: Operations Management

Course Title	Operations Management
Course Code	BAC506A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with introduction of operations management and project management. The students are introduced to the importance of operations management and the various tools and techniques that aid in efficient management of manufacturing and service organisations. The underlying concepts and frameworks for managing resources in projects and operations, decision making under certain and uncertain environments, demand forecasting, inventory management and production planning are discussed. The students are also trained on Spreadsheet Solvers and other Decision-Making Tools.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply project management tools for business decision making
CO-2. Examine the concepts of decision making under certainty and uncertainty
CO-3. Evaluate capacity planning, facility location and production planning strategies
CO-4. Formulate forecasting models for demand prediction

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5. Course Contents

Unit 1 Introduction to Operations Management: Nature, Importance, Historical Development, Transformation Processes, Differences between Services and Manufacturing - Functions, Challenges, Current Priorities, Recent Trends, Operations Strategy, Manufacturing and Service Sector Trends, Services as a Part of Operations Management

Unit 2 Decision Making under Certainty and Uncertainty: Framework for Decision Making, Decision Methodologies, Break-Even Analysis, Decision Trees, Discrete-Event Simulation, Sequencing under Multi-Criteria Decision-Making Framework

Unit 3 Problem Specific Mathematical Models for Effective Decision Making: Game Theory Models for Negotiation, Project Management Methods – Work Breakdown Structure (WBS), Schedule Planning - CPM/PERT.

Unit 4 (Capacity and location planning): Capacity Planning – Definition, Types and Importance; Location planning – Need, Influencing Factors, Location Models

Unit 5 (Demand forecasting): Objectives and Use, Forecasting Methods, Measures of Forecast Error, Applications and Controls

Unit 6 (Materials and Inventory Management): Functions of Materials Management, Material Planning and Control, Need, Objectives and Techniques of Inventory Management – EOQ model, Aggregate Planning and Master Schedule, Mathematical Planning Models, Development of Master Production Schedule (MPS)

6. Course Map (CO-PO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	2	3			1
	CO-2	2	3			
	CO-3	2	3			1
	CO-4	2	3		1	

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		20
1. Solving Numerical Problems	20	
Practical Work		10
1. Course Laboratory	00	
2. Computer Laboratory	10	
3. Engineering Workshop / Course/Workshop /	00	

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Others		10
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brainstorming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations

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5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	Assignment

10. Course Resources

5. Essential Reading

a. Course notes
b. Stevenson, William J. (2015) *Operations Management*, 11th Edition, Mc Graw Hill Education
c. Mahadevan, B. (2015) *Operations Management: Theory and Practice*, 3rd edition, Pearson

6. Recommended Reading

a. Kumar, S. A., & Suresh, N. (2008) *Operations Management*, 2nd edition. New Age International Publishers
b. Krajewski, L.J., Malhotra, M.K., Ritzman, L.P. and Srivastava S.K., *Operations Management*, 11th edition, Pearson

7. Magazines and Journals

a. HBR Magazine
b. Management Science, INFORMS
c. Journal of Operations Management, John Wiley & Sons
d. International Journal of Operational Research, Inderscience Publishers

8. Websites

a. Introduction to Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf
b. Production and Operations Management, Retrieved on 12 July 2022 from https://2012books.lardbucket.org/pdfs/theory-and-applications-of-economics.pdf

9. Other Electronic Resources

a. MS Excel solver
b. LINDO
c. GAMS
d. QM for Windows

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Course Specifications: Strategic Management, CSR and Sustainability

Course Title	Strategic Management, CSR and Sustainability
Course Code	BAC507A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with the essentials of Strategic Management, CSR and Sustainability. Students are taught concepts of strategy, importance of strategy, formal planning in strategic management. Students are also introduced to Environmental Analysis, Strategic Formulation, Strategic Implementation, Evaluation, Control, CSR and Sustainability for making business decisions.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Analyze various fundamental strategic management concepts, theories, practices and business environments considering global, economic, legal, and ethical aspects.

CO-2. Evaluate strategic plans and their formulation utilising data from diverse sources, assess the implications of strategic choices, and foster critical thinking for sustainable and competitive strategic planning of organizational goals aligned with industry opportunities and challenges

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CO-3. Apply value-based implementation strategies that align with an organization's mission, vision, and objectives, and demonstrate the ability to lead oneself and others in achieving organizational goals within a collaborative team environment

CO-4. Design and propose innovative and sustainable strategic initiatives that also incorporate Corporate Social Responsibility (CSR) principles, for effective adoption of chosen strategic direction and strategic control

5. Course Contents

Unit 1 Introduction to Strategic Management: Concept of Strategy, Nature, Scope, Process and importance of Strategic Management. Formal Planning and Strategic Intent, Strategic Planning Process, Strategic Management Vs. Operational Management.

Unit 2 Corporate Mission, Objectives, Environment Analysis and Strategic Formulation: Concept of Mission and Vision, Constituents of Corporate Mission, Goals, Objectives, Concepts, Factors influencing External and Internal Environment, Competitive Analysis, SWOT Analysis, PEST Analysis, Porter's Five forces model, Boston Consulting Group (BCG) Matrix, GE matrix, Blue Ocean strategies, resource, core competence & competitive advantage, Grand Strategies, Strategic Formulation, Approaches to Strategic Formulation, Grand Strategies

Unit 3 Strategic Implementation: important aspects of Strategic Implementation

Unit 4 Corporate Social Responsibility (CSR) and strategy for sustainability: Introduction to CSR, social responsibility assessment, Sustainability, guiding principles for sustainability.

Unit 5 . Strategic Evaluation and Control: Concept and Purpose of Strategic Evaluation and analysis, Gap Analysis, Strategic Control and Feed Back.

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

6. CO-PO mapping table

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			3	
	CO-2		3		1	
	CO-3			3		3
	CO-4	3				2

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		10
1. Demonstration using Videos	10	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		00

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1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
Others		30
1. Case Study Discussion / Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	10	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

Course Leaders

Prof V. Nagendra, Associate Professor FMC, RUAS

Dr. G Devakumar, Professor, FMC, RUAS

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1, SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Program Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

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S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Case discussions, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case discussions
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10. Course Resources

1. **Essential Reading**
   a. Course notes
   b. Pearce J.A. and Robinson. R.B. (2015), *Strategic Management*, 19th edition, Vol.5, Tata Mc Grew Hill company.

2. **Recommended Reading**
   a. David R. Fred (2010), Strategic Management: Concepts and Cases, 13th edition, Vol 5, Prentice Hall.
   b. Anthony E. Henry, (2021), Strategic Management, 5th edition, Vol.2, Oxford University press.
   c. Michael Blowfield, Alan Murray (2019), Corporate social Responsibility, 4th edition, Oxford University Press.
   d. Michael Blowfield (2012), Business Sustainability, 4th edition, Oxford University Pess.

3. **Magazines and Journals**
   a. Business World
   b. Business Today
   c. Busiiness India
   d. Journal of Strategic Management, Publisher, John Wiley and Sons Ltd
   e. Journal of Technology Analysis and Strategic Management, Publisher Routledge, UK.
   f. Cross Culture and Strategic Management, Emerald Group of publishing, UK.
   g. Sustainability and Society, Springer Publishing

4. Websites
   a. https://www.coursera.org/learn/strategic-management
   b. https://archive.nptel.ac.in/resources.html
   c. https://swayam.gov.in/explorer?searchText=strategic+management

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Course Specifications: Business Mathematics, Statistics and Analytics

Course Title	Business Mathematics, Statistics and Analytics
Course Code	BAC508A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course introduces the basic concepts of Business Mathematics including Algebra and Matrices. The course also deals with statistical analyses of management problems for effective decision making. The students are taught statistical techniques and data analysis under non-deterministic conditions to solve business problems. Various types of probability distributions are explored and discussed in the context of decision making under uncertainty. Students are taught to formulate and test hypotheses for various business situations. Further, students are trained on Descriptive, Predictive and Prescriptive Analytics for improved Managerial Decision Making.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Develop linear algebraic models for solution of business problems

CO-2. Examine data to summarize the descriptive statistics and underlying probability distributions

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CO-3. Interpret hypothesis for effective decision making
CO-4. Formulate and apply appropriate analytical models to business problems

5. **Course Contents**

Unit 1 Introductory Algebra: Variables, Functions of One and More Than One Variable, Linear Equations: One Variable, The Cartesian Plane, Straight Lines, Evaluating Solutions: Two Equations, Linear Inequalities: One Variable, Linear Inequalities: Two Variables, Polynomials and Quadratic Functions, Evaluating Solutions for set of Equations using Matrix functions

Unit 2 Matrices: Introduction, Matrix, Order of a Matrix, Types of Matrices, Equality of Matrices, Operations on Matrices, Addition of Matrices, Multiplication of a Matrix by a Scalar, Properties of Matrix Addition, Properties of Scalar Multiplication of a Matrix, Multiplication of Matrices, Properties of Multiplication of Matrices, Transpose of a Matrix, Properties of Transpose of Matrices, Symmetric and Skew Symmetric Matrices, Elementary Operation (Transformation) of a Matrix, Invertible Matrices, Adjoint and Inverse of a Matrix

Unit 3 Introduction to Descriptive Statistics and Analytics: Portraying Different methods of Data Display - Bar Graphs, Histograms, and Pie Charts. Measures of Central Tendencies (Mean, Median and Mode) and Dispersions (Range, Interquartile range, Interquartile range, Variance and standard Deviation), An Introduction to Measures of Shape (Skewness, Kurtosis and Symmetric), Introduction to Probability Distributions, Binomial, Poisson and Normal Distributions, Application to Business Problems, Visual Representation of Descriptive Statistics with Statistical Software

Unit 4 Tests of Association: Correlation and Regression, Tests of Inference and Hypothesis Testing - Chi Square, t-Test, ANOVA and Z–Test, Sampling, Probability Distribution and Decision Theory: Understanding the Relevance of Sampling in Statistical Analysis and select appropriate Sampling Technique, Calculating Sample Size based on the Expected Confidence Interval, Performing Statistical Calculations with Statistical Software

Unit 5 Regression: Introduction to the Concept of Regression, Linear and Non-Linear Regression, Single and Multiple Regression, Meaning/interpretation of Regression Coefficients, Interpretation of R-squared, Logistic Regression, Regression as a Predictor for future, Run Various developed models with Statistical Software

6. **Course Map (CO-PO Map)**

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2				3	1
CO-3	2			3	
CO-4	1			3	3

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

7. **Course Teaching and Learning Methods**

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35

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Demonstrations		10
1. Demonstration using Videos	00	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	10	
Numeracy		30
1. Solving Numerical Problems	30	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		00
1. Case Study Presentation	00	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
Subcomponent ▶	**Component 1: CE (50% Weightage**		**Component 2: SEE (50% Weightage)**
Subcomponent Type ▶	**SC1: Mid Term**	**SC -2: Assignment, Presentation and Class Participation**	**100 Marks**
Maximum Marks ▶	**25**	**25**	
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4		X	X
The details of SC1, SC are presented in the Programme Specifications Document.			

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The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case study
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10. Course Resources

a. Essential Reading

1. Course notes
2. Ernest F. Haeussler; Richard S. Paul; Richard J. Wood (2021), *Introductory Mathematical Analysis*, 14th Edition, Pearson Education
3. Amir, D. Aczel and Jayavel Sounderpandian (2018) *Complete Business Statistics*, 7th Edition, Tata McGraw-Hill

b. Recommended Reading

1. Camm, Jeffrey D, Cochran, James J, Anderson David R and Williams, Thomas A (2017), *Essentials of Business Analytics,* 2nd Edition, Cengage publications, ISBN-10: 1305627733, ISBN-13: 9781305627734.

c. Magazines and Journals

1. Harvard Magazine – Trends in Business decision making, 6 times per year
2. Sloan Management Review – MIT, Quarterly
3. Analytics India Magazine
4. Journal of Computational and Applied Mathematics, Elsevier
5. Sankhya: The Indian Journal of Statistics, Indian Statistical Institute
6. International Journal of Data Science and Analytics, Springer

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d. Websites

1. Harvard Magazine (2022) N.A, *Harvard Magazine*, Retrieved on 3rd July 2022 from https://harvardmagazine.com/tags/quantitative-methods
2. Sloan Management Review (2022) N.A , *MIT Sloan Magazine*, Retrieved on 3rd July 2022 from https://sloanreview.mit.edu/
3. Analytics India Magazine (2022) N.A, *Analytics Magazine,* Retrieved on 3rd July 2022 from https://analyticsindiamag.com/

e. Other Electronic Resources

- Statistical software by SAS (JMP) and IBM (SPSS)

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Course Specifications: Management Information Systems

Course Title	Management Information Systems
Course Code	BAC509A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This aim of this course is to equip the students with the skills required to conceptualize and design Management Information Systems (MIS). Students are taught to analyse and design MIS in a business environment. In addition, students are taught information search and retrieval skills, essentials of data management, data privacy, data protection and Enterprise Resource Planning (ERP) software for effective decision making. They are also introduced to applications of MIS in all functional areas in an organisation. Emphasis is given to identify, evaluate and apply solutions to critical business issues along with associated techniques for designing information systems. In addition, students are trained to create tables, forms, reports and execute queries using Structured Query Language (SQL) in database application.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1 Illustrate the features and benefits of Information Technology and ERP to improve managerial decision-making

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CO-2. Assess data governance, data privacy and data protection in compliance with corporate policies and regulatory bodies
CO-3. Analyse and design Information Systems for an organisation using appropriate tools and techniques
CO-4. Create tables, forms and reports and maintain a database in the database application

5. Course Contents

Unit 1 Organisations, Management and the Networked Enterprise: Managing the Digital Firm, Information Systems in the Enterprise, Data vs. Information, Strategic Role of Information in Management, Business Systems, Information Architecture and Information Technology Infrastructure, Essentials and Types of Business Information Systems, Electronic Business, Electronic Commerce and E-Governance.

Unit 2 Information Technology Infrastructure: IT Infrastructure and Platforms, Managing Data Resources, Networking Concepts, Telecommunications Networks and the Internet.

Unit 3 Organisation and Management Support Systems for the Digital Firm: Enterprise Applications and Business Process Integration, Enterprise Applications, ERP Concepts, ERP Packages, ERP Implementation, Managing Knowledge in the Digital Firm, Decision Making for the Digital Firm.

Unit 4 Data Governance, Data Privacy and Data Protection: Ethical and Social issues in the Digital Firm, Goals of Information Security, Risks to Information Systems, Security Measures, Authentication and Encryption, Digital Signatures and Digital Certificates, Ethical, Social, and Political Issues in Data Management, Privacy & Personal Data Protection Policy, Security and Control.

Unit 5 Building and Managing Information Systems: Redesigning the Organisation with Information Systems, System Development Life Cycle, Stages of the SDLC, Types of SDLC, Methodology for the Design and Analysis of Information Systems, Information systems Development, Tools and Techniques for Analysis and Design of Information System, Role of Systems and Business Analysts, Business Intelligence, Cloud Computing and Big Data, The Internet of Things (IoT), AI, Mobile Computing, Block Chain Technology, Business Value of Systems, Introduction to 5G, Introduction to Dashboards

Unit 6 Database Management System and ERP: Types of Data, Data Collecting Methods, Concept and Characteristics of Database and Database Management System, Database Lifecycle (DBLC), Data Warehouse and Data Mining, Data and Relational Models, Role of Database Administrators, Role of Database Designers, DBMS Architecture, Data Models, Categories of Data Models, Schemas, Instance, DBMS Language and Interface, Classifications of Database Management Systems, Introduction to Relational Model, Data Normalization Concepts, Structure of Relational Databases, Microsoft Access Database System, Understanding Access Objects: Objects, Tables, Queries, Forms, Reports, Modules, Creation of Tables, Designing Tables, Data Types and Indexes, Creation of Forms, Auto Forms, Main Form and Sub Form, Reports, Creation of Queries and Sorting the Records in a Database, Introduction to SQL, SQL Data Definition and Data Types, Specifying Constraints in SQL, Schema Change Statements, Basic Queries, INSERT, DELETE and UPDATE statements in SQL, Functional and Business Modules in an ERP Package.

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Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2		2	2		
CO-3			2	3	1
CO-4			3	1	1
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		10
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		30
1. Course Laboratory	00	
2. Computer Laboratory	30	
Others		05
1. Case Study Presentation	02	
2. Guest Lecture	01	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	01	
6. Discussing Possible Innovations	01	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks

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Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Laboratory, Examination and Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment, Laboratory Exercises
7.	Group Work	Classroom Lectures, Case study Discussion
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination, Laboratory Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment, Laboratory Report
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

1. Class Notes
2. Laudon, Kenneth C. and Laudon, Jane P. (2018) *Management Information Systems – Managing the Digital Firm*, 15th edition, Prentice-Hall: India
3. Magal Simha R. (2011) *Integrated Business Processes with ERP Systems*, 1st edition, Wiley: US
4. Avi Silberschatz, Henry F. Korth and S. Sudarshan (2019) *Database System Concepts*, 7th edition, McGraw-Hill: India

2. Recommended Reading

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a. O'Brien, James, A., Marakas, George M. and Ramesh Behl (2019) *Management Information Systems,* 11th edition, McGraw Hill: India

b. Jawadekar, Waman S. (2020) *Management Information Systems*, India, 6th edition, Tata McGraw-Hill: India

3. Magazines and Journals

a. Information Technology Management, Maximilian Press
b. Silicon India, siliconindia Inc., Monthly
c. Data Quest, Cyber Media India Ltd, Fortnightly
d. Journal of Database Management, IGI Publishing
e. MIS Quarterly, Management Information Systems Research Center (United States)
f. International Journal of Information Management, Elsevier

4. Websites

a. Practical Web-Based ERP Software (2019) *webERP*, Retrieved on 07 July 2022 from http://www.weberp.org/
b. Write better code (2022) *Start with a pull request*, Retrieved on 07 July 2022 from https://github.com/features/code-review
c. TC Sessions(2022): Robotics 2022 Retrieved on 07 July 2022 from https://techcrunch.com/events/tc-sessions-robotics-2022/

5. Other Electronic Resources

a. Software: Database, MS Excel

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Course Specifications: Business Law and Corporate Governance

Course Title	Business Law and Corporate Governance
Course Code	BAC510A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course deals with essentials of Business Laws in India. Students are introduced to the rights and obligations of persons arising out of commercial transactions. The students are taught provisions of key business legislations governing business activities that facilitate them to take decisions conforming to the law of the land. Also this course emphasizes on protection of Consumers' rights. Students are familiarized with basics of corporate governance.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify fundamental legal principles in contractual agreements of business and its role in an economic, political and social context.

CO-2. Examine legal concepts and principles of the law relating to the obligations that can arise between parties in a business relationship

CO-3. Recommend legal and fiscal structure governing the different forms of business organizations.

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CO-4. Develop an ability to structure, formulate, communicate and defend arguments effectively and able to present coherent, concise legal argument to solve legal-related issues that arise in the course of carrying out business.

5. Course Contents

Unit 1 Introduction, nature, scope, objectives, Justice delivery system in India

Indian Contract Act, 1872- Essentials of Valid Contract types of Contracts, breach of contract and remedies for breach of contract, Performance of Contract, termination and discharge of contract, Special Contracts

The Sale of Goods Act, 1930- Contract Of Sale, Difference Between Sale And Agreement To Sell - Conditions And Warranties - Transfer Of Ownership In Goods Including Sale By Non-Owners - Performance Of Contract Of Sale - Unpaid Seller - Meaning And Rights Of An Unpaid Seller Against The Goods And The Buyer, Auction Sale.

Unit 2 Business Acts: Competition Act, 2002- Definitions, Competition Commission of India – its establishment and composition, Duties, Powers and functions of Commission, Penalties, Competition Advocacy, Prohibition of certain agreements, Abuse of Dominant position, and regulation of combinations

Consumer Protection Act, 1986: definition of consumer, goods and defect, consumer rights, services and deficiency, consumer forums, procedure to approach consumer forums,

Information Technology Act, 2000- Objectives, Scope, Major concepts, Role of government, Electronic records, Digital signature, Certifying authorities, Offences and penalties.

Unit 3 The Limited Liability Partnership Act, 2008 - Salient Features of LLP - Difference between LLP and Partnership, LLP and Company - LLP Agreement - Nature of LLP - Partners and Designated Partners - Incorporation Document - Incorporation by registration

Incorporation of Companies –Meaning – Promoters – their functions – Duties of Promoters – Key provisions of Companies act 1956 and 2013, Incorporation – Meaning – certification of Incorporation – Memorandum of Association – Meaning – Purpose – Alteration of Memorandum – Doctrine of Ultravires – Articles of Association - Meaning – Contents – Alteration of Article – Relationship between Articles and Memorandum, Directors, types of companies, management of companies: directors and meetings; winding up of companies

Unit 4 The Negotiable Instruments Act, 1881 - Definition, Features and types of negotiable instruments; Methods of negotiation of Instruments; holder and holder-in-due Course; Endorsement and delivery of a negotiable instrument; Presentation of Negotiable Instrument, Banker and Customer: An introduction; Crossing of a cheque; Types of crossing; Bouncing of cheques; Obligations of Banker and Customer; Dishonor and discharge of negotiable instruments.

Unit 5 Corporate Governance – Corporate Governance – Evolution, practices and regulations, Triple Bottom Line , Models of Corporate Governance

Course Map (CO-PO Map)

	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	3				
CO-2	2				3
CO-3	3		3	2	
CO-4		3			2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		35
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop	00	
Others		25
1. Case Study Presentation	10	
2. Guest Lecture	05	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	05	
5. Group Discussions	05	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

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Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1		X	
CO-2		X	
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.
Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Classroom Lectures
2.	Understanding	Classroom Lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

1. Class Notes
2. Kuchhal M.C. and Kuchhal V., (2018), Business Law, New Delhi, Vikas Publishing
3. Kevin Keasey, Steve Thompson and Mike Wright, (2005) Corporate Governance Accountability, Enterprise and International Comparisons, John Wiley and Sons Ltd.
4. N.D.Kapoor, (2014) "Company Law" Sultan Chand & Sons, New Delhi

2. Recommended Reading

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a. Aggarwal S K, (2017), Business Laws, New Delhi, Galgotia Publishers Company

b. Maheshwari S N and Maheshwari S K, (2014), Principles of Business Law, New Delhi, Himalaya Publishing House

c. Ravinder Kumar, (2016), Legal Aspects of Business, New Delhi, Cengage Learning

3. Magazines and Journals

a. Business India
b. Business Today
c. Business World: ABP Group, Fortnightly business magazine
d. Prabandhan: Indian Journal of Management: Informatics Publishing Limited, Monthly issue
e. Journal of Strategic Management , John Wiley & Sons: Emerald Publishing Limited, Quarterly issue
f. Business Strategy: PwC Strategy& Inc., Quarterly issue

4. Websites

a. http://doj.gov.in/
b. www.LiveLaw.in

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Course Specifications: Corporate Finance

Course Title	Corporate Finance
Course Code	BAC511A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The course deals with formulation and implementation of financial decisions in a company. Analytical ability of students is honed through concepts to increase firm shareholder value. Students are taught concepts of cash management, inventory management, capital budgeting and cost of capital. In addition, value-based management and dividend decision will be discussed. Students are taught to evaluate tradeoff between risk and return. Further, students are taught tools and techniques to measure asset volatility and performance in the context of a corporation.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Apply the essential principles of Financial Management
CO-2. Analyze and solve problems on cost of capital, capital budgeting, working capital
CO-3. Evaluate financial decisions with the objective of value maximization
CO-4. Develop financial techniques for solving problems related to Capital Structure

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5. Course Contents

Unit 1 Indian Financial system and Financial Markets: Salient features of Indian Financial System, Resource Mobilization, Channelization of Funds, Equity, Debt and Currency Markets, Markets for Short Term Financing requirements, Financial Sector Reforms and Financial Markets, Contemporary Issues

Unit 2 Introduction to Financial management: The role of Financial Management, Introduction, The goal of a firm, Corporate Governance, Organisation of Financial Management Function, The Business Environment, The Tax Environment, The Financial Environment.

Unit 3 Valuation: The Time Value of Money, The Valuation of Long-term securities; Bond Valuation, Preferred Stock Valuation, Common Stock Valuation, Risk and Return; Defining Risk and Return, Risk and Return in Portfolio Context, The Capital –Asset Pricing Model (CAPM), Efficient Financial Market. Flow of Funds Statements, Cash Flow forecasting, Cash flow estimates.

Unit 4 Working capital Management: Overview of Working Capital Management, Cash and Marketable, Securities Management, Accounting Receivables, and Inventory Management, Short – Term Financing.

Unit 5 Investment in Capital Assets: Capital Budgeting and Estimating Cash flows, Capital BudgetingTechniques

Unit 6 The Cost of Capital, Capital Structure, and Dividend Policy: Required Returns and the Cost of Capital,Operating and Financial Leverage, Capital Structure Determination, Dividend Policy

Unit 7 Intermediate and Long-Term Financing: The Capital Market, Long-Term Debt, Preferred Stock, andCommon Stock, Term Loans and Leases

Course Map (CO-PO Map)

The course outcome will be calculated based on the performance, of the student in their internals {mid semester and Continuous Internal Assessment (CIA)} and semester-end examination with a weightage of 40% for CIA and 60 % weightage for University Semester End Examination

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3	2		2	2
	CO-2	1	3		3	
	CO-3	2	3	1		2
	CO-4				3	1

3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		30
Demonstrations		05
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	

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3. Demonstration on a Computer	00	
Numeracy		10
1. Solving Numerical Problems	10	
Practical Work		05
1. Course Laboratory	05	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		25
1. Case Study Presentation	05	
2. Guest Lecture	00	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Financial Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent u	**SC1**	**SC2**	
Subcomponent Type u	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks u	**25**	**25**	
CO-1	Đ	Đ	Đ
CO-2	Đ	Đ	Đ
CO-3	Đ	Đ	Đ
CO-4	Đ	Đ	Đ
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

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The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Classroom Lectures
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Classroom Lectures
13.	Information Management	Assignment
14.	Personal Management	Classroom Lectures
15.	Leadership Skills	Classroom Lectures

9. Course Resources

1. Essential Reading

a. Class Notes

b. Van Horne, James C and Wachowicz, John M (2015) Fundamentals of Financial Management, 13th edition, Pearson Education India

2. Recommended Reading

a. Brealey, R. and Myers, S. (2014) Principles of corporate Finance. 7th edition, McGraw Hill.

b. Gitman, L. and Zutter, C. (2012) Principles of Managerial Finance. 13th Edition, Prentice Hall.

c. Keown, A., Martin, J. and Petty, W. (2017) Foundations of Finance. 9th Edition, PearsonEducation Limited.

3. Magazines and Journals

a. The Economist

b. CFO magazine

c. E-Journal of Management Accounting Research, American Accounting Association

d. Chartered Secretary, CSA publications

e. Finance India, Review Publishing Company Ltd

f. Forbes India – Reliance Industries, Monthly

g. Business India - Fortnightly

h. Business Today – Bi-weekly

4. Websites

a. https://exinfm.com/training/video_finance_lessons.htm, Retrieved on 8th July 2022

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from https://exinfm.com

b. http://www.quickmba.com/finance/, Retrieved on 8th July 2022 from www.quickmba.com
c. https://www.economist.com/the-world-this-week, Retrieved on 8th July 2022 from www. economist.com
d. https://www.ft.com/markets, Retrieved on 8th July 2022 from www. ft.com

5. Other Electronic Resources

a. Software: MS Excel

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Course Specifications: Innovation and Entrepreneurship

Course Title	Innovation and Entrepreneurship
Course Code	BAC512A
Course Type	Core Theory Course
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of course is to impart comprehensive knowledge of an innovative and entrepreneurial ecosystem. The students are encouraged to develop entrepreneurial spirit by imparting skills to start-up, grow and sustain an enterprise. This course emphasizes on igniting the innovation thought process, thereby leading to new business ventures. Students will be trained to prepare and pitch a business plan to investors using lean canvas model.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programmee Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.

PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.

PO-3. Ability to develop Value based Leadership ability.

PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.

PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify the concepts and process of entrepreneurship
CO-2. Analyse laws and regulations pertaining to innovative ideas for the creation and management of Business venture
CO-3. Evaluate the financial ecosystem for start-ups
CO-4. Develop a viable business plan for the investors' appraisal

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5. Course Contents

Unit 1 (Entrepreneur & Entrepreneurship): Meaning of Entrepreneur, Evolution of the concept, Functions of an Entrepreneur, Entrepreneurial process, Types of Entrepreneurships - Social entrepreneurship, Rural entrepreneurship, Key Elements in an Entrepreneur's Background, Key Entrepreneurial Feelings and Motivations - Role Models and Support Systems - MSME Policies. Make-In India, Start-Up India, Stand-Up India,

Unit 2 Laws and Regulations: Intellectual Property Rights of a New Venture, Process for Filing Patent, Trademark, Copyrights, Protection of Venture's Trade Secrets Through Licensing, Geographical Indicators, Design Act, internal Auditing Processes - Contracts, Insurance, and Product Safety and Liability

Unit 3 Innovation and Creativity: Types of Innovations. Identify Various Sources of Ideas for New Ventures - Methods Available for Generating New Venture Ideas - Creativity, Design Thinking and the Techniques for Creative Problem Solving. Aspects of the Product Planning and Development Process.

Unit 4 Creating and Managing New Venture: Creating Opportunities, Resources, Role of New Ventures and Small Businesses in the Economy, Types of Entry Strategies, Feasibility Analysis and Launching a New Venture. Generic Strategies, Strategies for Expansion, Joint Ventures, Acquisitions, Mergers, Franchising,

Unit 5 Raising Capital and financial ecosystem for the Start-up Ventures: Financial Need, New Venture Financials and Business Valuation, Sources of Funds for Enterprises, Financial Aspect of Business Plan - Preparation for Generating Funds. Bootstrapping, Banks, Angel finance, Venture Capitalist, Private Equity, Crowd Funding, Online platforms and Informal Risk Capital.

Unit 6 The Business plan: Business Plan, Scope and Value of the Business Plan to Investors, Lenders, Employees, Suppliers, and Customers, Critical Section of the Business Plan, Step-By-Step Explanation of the Business Plan, Monitor the Business Plan, Monitor the Business Plan, Marketing Plan, Organizational Plan, Financial Plan. Preparation of lean canvas Model, Project Report Preparation, Preparation and Pitching Business plan to investors.

Course Map (CO-PO Map)

Course Outcome (CO)	Programme Outcomes (POs)				
	PO-1	PO-2	PO-3	PO-4	PO-5
CO-1	2	2	2	2	2
CO-2	2	2	2	2	3
CO-3	3	3	2	2	3
CO-4	3	3	3	3	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution					

6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		05
1. Demonstration using Videos	05	

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2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		05
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Entrepreneurial Workshops	05	
Others		20
1. Case Study Presentation	04	
2. Guest Lecture	02	
3. Industry / Field Visit	03	
4. Brain Storming Sessions	03	
5. Group Discussions	04	
6. Discussing Possible Innovations	04	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How Imparted During the Course
1.	Knowledge	Class room lectures, Brainstorming Sessions
2.	Understanding	Class room lectures
3.	Critical Skills	Assignment, Brainstorming Sessions
4.	Analytical Skills	Class room, assignment, examination
5.	Problem Solving Skills	Assignment, examination
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, examination
10.	Verbal Communication Skills	Case study and group discussions
11.	Presentation Skills	Case study and group discussions
12.	Behavioral Skills	Group discussions
13.	Information Management	Assignment
14.	Personal Management	Assignment and Group Discussion
15.	Leadership Skills	Group discussions and Case study

9. Course Resources

1. Essential Reading

1. Course Notes
2. Hisrich, R., Peters, M. and Shepherd, D., 2020. *Entrepreneurship*. 11th ed. McGraw Hill.
3. Innovation textbooks and Venture Capital reference material

2. Recommended Reading

a. Charantimath, P., 2018. *Entrepreneurship development and small business enterprises*. 3rd ed. Belgaum, India: Pearson Education.
b. Roy, R., 2020. *Entrepreneurship*. 3rd ed. Noida: Oxford University Press.
c. Innovation textbooks and venture capital

3. Magazines and Journals

a. Business World: ABP Group - Fortnightly business magazine
b. Business Today
c. Business World
d. Journal of Small Business Management , Blackwell publishing- yearly
e. Business Strategy: PwC Strategy & Inc. - Quarterly issue
f. International Journal of Entrepreneurship – Sage Publications
g. The International Journal of Entrepreneurship and Innovation - Sage Publications
h. International Journal of Entrepreneurship and Small Business - Inderscience Enterprises Ltd.

4. Websites

a. India, S., 2022. *Homepage*. [online] Start-up India. Available at: <https://www.startupindia.gov.in/> [Accessed 10 July 2022].
b. Allsharktank, Products., 2022. *Homepage*. [online] All Shark Tank Products. Available at: <https://www.allsharktankproducts.com/> [Accessed 10 July 2022].

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c. India, M., 2022. *Make In India*. [online] Makeinindia.com. Available at: <https://www.makeinindia.com/> [Accessed 10 July 2022].

d. Funds seeking and crowd sourcing websites

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Course Specifications: Industry Internship

Course Title	Industry Internship
Course Code	BAI513A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of the course is to make a student experience an industry or business environment. The students are provided opportunity to explore career interests, acquire and apply knowledge and skills learned in the classrooms at work place setting. Students are provided opportunities for building competencies for a specific profession or occupation. Students are given opportunity to work as interns and complete assigned company work. In addition, the student should develop a report and make a presentation on his/her experience at the industry/business.

2. Course Size and Credits:

Number of Credits	08
Credit Structure (Lecture: Tutorial: Practical)	0:0:16
Total Hours of Interaction	250
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

- **CO-1.** Apply organization structure theory to the company or organisation
- **CO-2.** Analyse and evaluate classroom concepts in a work environment.
- **CO-3.** Develop professional working knowledge for a specific profession or occupation
- **CO-4.** Develop relevant skills for Leadership Impact

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5. Course Contents

Industry Internship in the relevant organization

Internships are educational and career development opportunities, providing practical experience in a field or discipline. They are structured, short-term, supervised placements often focused around particular tasks or projects with defined timescales. An internship may be compensated, non-compensated or some time may be paid. The internship has to be meaningful and mutually beneficial to the intern and the organization. It is important that the objectives and the activities of the internship program are clearly defined and understood.

In general, following are the intended objectives of internship training:
- Will expose technical students to the industrial environment, which cannot be simulated in the classroom and hence creating competent professionals for the industry.
- Provide possible opportunities to learn, understand and sharpen the real time technical / managerial skills required at the job.
- Exposure to the current technological developments relevant to the subject area of training.
- Experience gained from the 'Industrial Internship' in classroom will be used in classroom discussions.
- Create conditions conducive to the quest for knowledge and its applicability on the job.

A student is advised to select an organization for internship pertaining to the field of chosen specialization. A student can focus his/her study in the field on specialization such as finance, marketing, etc. The internee is advised to select a section or unit of a large / reputed organization for work. An internee should do extensive work on work allotted by the industry supervisor and prepare recommendations for areas of improvement. The internship report at the end of the internship period must give all information with regard to the learning, observations and results accomplished during the internship period.

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcome	CO-1	3	2			2
	CO-2	2	3			3
	CO-3	2		2	3	
	CO-4		2	3		2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Industry Internship	Field Work	160
	Report Writing	40
	Presentation Preparations	40
	Evaluation of Report and Presentations	10
	Total	**250**

8. Course Assessment and Reassessment

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The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A. (Operations Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
	Component 1: CE (50% Weightage)	Component 2: SEE (50% Weightage)
Subcomponent ▶	SC1	SEE
Subcomponent Type ▶	Presentation	Internship Report
Maximum Marks ▶	50	50
CO-1	×	×
CO-2	×	×
CO-3	×	×
CO-4	×	×

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Internship
2.	Understanding	Internship
3.	Critical Skills	Internship
4.	Analytical Skills	Internship
5.	Problem Solving Skills	Internship
6.	Practical Skills	Internship
7.	Group Work	Internship
8.	Self-Learning	Internship
9.	Written Communication Skills	Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioral Skills	Interaction with staff of the organization
13.	Information Management	Report
14.	Leadership Skills	Effective management of learning, time management, achieving the learning outcomes

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10. Course Resources

1. Essential Reading

d. Organization website and Literature provided by the organisation

e. Discussions with stakeholders e.g. Faculty Supervisor, Company representatives

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Course Specifications: Pharma Operations Management

Course Title	Pharma Operations Management
Course Code	BAE561A
Course Type	Specialisation -Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to provide essential knowledge in management of pharmaceutical operations like manufacturing, quality control and stability aspects of pharmaceutical dosage forms. Students are also trained to forecast, plan and handle man power and material resources effectively and efficiently for increased outputs. It also provides an understanding of rational in drug design and product development process.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO 1. Develop pharmaceutical industrial plant layout with utilities, safety and services
CO 2. Analyse various process of manufacturing pharmaceutical dosage forms and stability testing concepts of pharmaceuticals
CO 3. Evaluate TQM concepts in pharma management systems
CO 4. Formulate various quality control and warehousing concepts for pharma products

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5. Course Contents

Unit 1 Pharma Plant Operations

Plant Location and Layout: Planning of Pharmaceutical industrial layout, location, Design, Primary and secondary requirements, Utilities and services, Safety measures, Industrial Pollution and control

Pharma Plant Maintenance systems: Preventive measures and Break down repair

Unit 2 Pharma Product Operations

Introduction to various conventional and novel pharmaceutical dosage forms; packaging design and materials, labeling requirements

Manufacturing suites: Departmental layout, utilities, flowchart, Planning and creation of batch records, SoPs, MFRs, BMRs

Unit operation process: Non-parenteral dosage forms- tablets, capsules, solutions, suspensions, ointments, gels; Parenteral dosage forms - Injectable solutions, suspensions, Dry Powder Parenterals, Biologicals

Unit 3 Pharma Total Quality Management Systems

Concept of TQM; Elements & Organizing for TQM, Process Management; Tools for Process Management. Quality Control Systems: Physical, Chemical, Microbiological – Raw materials, In-process, Finished products, Quality Assurance – Validation, Process, System. Audit – Internal and External

Unit 4 Stability Testing Operations

Guidelines for stability testing of pharmaceutical products and protocol operations

Unit 5 Pharma Ware house Management Systems

Forecasting and Planning, Raw materials, Packaging materials, suppliers, stores, Inventory control

Course Map (CO-PO Map)

		Programme Outcomes (POs)				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes (COs)	CO-1	2	3		2	2
	CO-2	1	3		3	
	CO-3	2	3			1
	CO-4			1	3	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

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6. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		55
Demonstrations		10
1.Demonstration using Videos	10	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		00
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		10
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

7. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Pharma Business Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous Evaluation or SEE- Semester End Examination) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			
CO-3			

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CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

8. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Case study Presentation
8.	Self-Learning	Self-study
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Assignment
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Assignment, Group discussions
13.	Information Management	Assignment
14.	Personal Management	Assignment, Group discussions
15.	Leadership Skills	Group discussions and Case study

9. Course Resources

a. Essential Reading

1. Course notes
2. Mohan, P., Glassey, J. & Montague, G.A. (2006) *Pharmaceutical Operations Management: Manufacturing for competitive advantage hardcover*. 4th ed. USA: McGraw-Hill Professional.
3. Shayne Cox Gad. (ed.) (2008) *Pharmaceutical Manufacturing Handbook: Production and Processes*. 1st ed. Wiley-Blackwell Publishers.
4. Friedli, TH., Basu, P., Bellm, D., Werani, J.(2013) *Leading Pharmaceutical Operational Excellence: Outstanding Practices and Cases*. 1st ed. Verlag Berlin Eidelberg: Springer Publishers

b. Recommended Reading

1. Preece, D. (2002), Understanding, Managing and Implementing Quality: Frameworks, Techniques and Cases. London: Routledge publications.
2. Chowdhary, K. (2014), Total Quality Management. New Delhi: Omega Publications
3. Koontz, H. &Weihrich, H. (2012) Essentials of Management. 9thed. New Delhi: Tata McGraw Hill.

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c. Magazines and Journals

1. Business world
2. Business strategy
3. Prabandhan: Indian Journal of Management
4. Journal of strategic management, John Wiley & Sons
5. Marketing Matrix

d. Websites

1. www.pharmabiz.com
2. www.vox.com

e. Other Electronic Resources

1. Hardware: PCs
2. MS Office

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Course Specifications: Pharma Brand and Sales Management

Course Title	Pharma Brand and Sales Management
Course Code	BAE562A
Course Type	Specialisation - Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to provide essential knowledge in acquisition of managerial skills relating to brand concept in pharma business. Students are taught concepts related to product life cycle and trained with the process of new product development, campaign design, promotional management and pricing strategies. The students are trained on brand creation with hands on workshop and live demonstrations.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Program Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Develop the concept of pharma brand and brand equity
CO-2. Analyse the structure of pharma advertisement and promotion
CO-3. Assess and appraise the product life cycle of pharma product
CO-4. Develop strategies for new product development, advertising and price fixation and perform campaign activity for new product launch

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5. Course Contents

Unit 1 Pharma Product and Brand Culture: Definition, Classification, Combinations, Product Mix, Promotion Brand Equity, Brand Strategy. Brand culture and concept in Pharma Business: Introduction, Concept and Role of brand, Brand culture, Advantages of Branding, Core Values of Brand, Segmenting – Targeting – Positioning (STP). Role of Brand Manager and strategies: Impact of collaboration with partners, Agency interaction, Communication with various stake holders.

Unit 2 Pharma Advertisement & Promotion: Media, Communication Channels and techniques, KOL (Key Opinion Leaders), Expansions (SKU – Stock Keeping Unit), Marketing strategies involved, Marketing Orientation for Product Manager- Need for market orientation, components and promotional strategies for a pharmaceutical product.

Unit 3 Product Launch: Steps involved in launching a product. Campaign design (Related to brand aspect) - Importance of design in marketing campaigns, Effectives strategies for designing a brand campaign. Global branding. Psychological marketing (Hit the target customers)- Consumer behavior and psychology in prescribing Medicines. Competitor's analysis in business trends. Prescription, OTC, Research / Patent product, Branded Generics, Generics

Unit 4 Introduction to Pharma Sales Management: Objectives of sales management, sales management and control, types of sales organization, organogram and functions of sales management.

Unit 5 Emerging trends in sales Operations: Professional Buying and Selling Processes, analysing market potential, sales potential and forecasting evaluation, Sales budget, sales territories, sales Quota's, control of sales , selling sequence.

Unit 6 Sales professionals: Sales professional- Qualities and functions, types of salesman, prospecting, pre-approach & approach, sales meeting and contest.
Sales force Management: Recruitment and selection, training, formulation and conduction of sales training programme, motivation, supervision and evaluation of sales personnel

Unit 7 Distribution channels and network system in pharmaceutical industry: Manufacturer, warehouse, stockists, Wholesale, Retail, Hospital and Government Agencies, returned goods and complaints, Physical distribution management

6. Course Map (CO-PO Map)

		Programme Outcomes (POs)				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes (COs)	CO-1	2	3		2	2
	CO-2	1	3		3	
	CO-3	2	3			1
	CO-4			1	3	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

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7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		55
Demonstrations		10
1. Demonstration using Videos	20	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	00	
Numeracy		
1. Solving Numerical Problems	00	
Practical Work		
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		10
1. Case Study Discussion / Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	03	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Pharma Business Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous assessment or SEE – Semester End Exam) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			
CO-2			

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CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Solving Numericals, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Case discussions, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case discussions
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10.Course Resources

a. Essential Reading

1. Course notes
2. Kotler, P., Armstrong, G., Agnihotri, PY. & Haque, E. (2010) *Marketing Management. 13th* Edition, India: Pearson Education
3. Parameswaran, M.G. (2006) *Building Brand Value-Five steps to Building powerful brands.1st ed. New Delhi: Tata McGraw-Hill.*
4. Moorthi, Y.L.R. (2000) *Brand Management: The Indian Context. 1st ed. New Delhi: Vikas* Publishing House Pvt. Ltd.
5. Jones, J.P (1998) *What's in a Brand? Building Brand equity through advertising. New* Delhi:Tata McGraw-Hill
6. Sengupta, S. (2006) *Brand Positioning: Strategies for competitive Advantage.*

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*New Delhi:*Tata Mc Graw-Hill.

b. Recommended Reading

1. Das, R. (2003) *Crafting the strategy: Concepts and Cases in Strategic Management. New* Delhi: Tata McGraw-Hill.
2. Aaker, D.A. & Joachimsthaler, E. (2000) *Brand Leadership. 1st ed. New York: The Free* Press.
3. Aaker, D.A. (1991) *Managing Brand Equity. 1st ed. New York: The Free Press*

c. Magazines and Journals

1. Business world
2. Business strategy
3. Prabandhan: Indian Journal of Management
4. Journal of strategic management, John Wiley & Sons
5. Marketing Matrix

d. Websites

1. www.pharmabiz.com
2. www.vox.com

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Course Specifications: Pharmaceutical Regulations and Green Management

Course Title	Pharmaceutical Regulations and Green Management
Course Code	BAE563A
Course Type	Specialisation -Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to introduce students various regulations governing Pharma sector. The course also deals with pharmaceutical waste management for environmental green protection. The students are taught the rights and liabilities of both Employers and Employees in the business organization and industries, policies governing drug pricing, patents and consumer protection.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify the importance and role of Industrial labour laws, patent, copyright and trade mark on health sector and nation economy
CO-2. Analyse the rights and liabilities of both employers and employees in the business organization and industries
CO-3. Appraise the functions of Government and major Government Policies on Pharma sector
CO-4. Develop various strategies in pharmaceutical waste management for well-being and safe green development

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5. Course Contents

Unit 1 Pharmaceutical Regulations

Pharmaceutical Policy in India, National Pharmaceutical Pricing Authority: National list of Essential Medicines, National Pharmaceutical Pricing policies, Drug pricing mechanism

Drugs and Cosmetics Act 1940 and its rules 1945: Study of all schedules, Sale of drugs – Wholesale, Retail sale and Restricted license, General labeling requirements and specimen labels for drugs and cosmetics, List of permitted colors, Administration of the Act and Rules, Offences and penalties

Unit 2

Intellectual Property Rights: Introduction to Patent, Trade mark, Copy right. IPR fundamentals - IP and conventional property, Importance of IPRs in business management, introduction to different IP mechanisms and their characteristics, Patent mapping – Introduction and practical utility in business development Elements of national and international patent applications: Forms and formats. Drafting of patent applications; fee; time schedules and related aspects

WHO list of Essential Medicines: Essential Medicines for adults and children

Export dossier and procedures, International Audit - UK MHRA, US FDA, TGA - Generics, Dossier (IND, NDA, ANDA, DMF, eCTD, BA/BE studies), - Active Pharmaceutical Ingredient/Biopharmaceuticals/ Biosimilars; AYUSH, Natural products

Unit 3 Occupational Safety, Health and Working conditions Code, 2020: Background, Objectives and Provisions of the act, Case studies

Green Management:

Unit 4 Environment Protection Act: Occupational Hazards, Safety and Health measures, Biomedical Waste Management Act and their applications and relevance in healthcare

Unit 5 Green Practices in Pharma Company - Green synthesis, Green manufacturing practices, Impact of green manufacturing on organizational performance, Green marketing

Unit 6 Pharma Waste Management: Sources of Entry of Pharmaceuticals into Environment, Impact of Improper Disposal, Disposal Methods and Remedial Measures, Role of Pharmacist

Pharmaceutical and radioactive wastes in a healthcare setting, Risks and management associated with exposure to these specific wastes, Treatment and disposal methods.

6. Course Map (CO-PO Map)

		Programme Outcomes (POs)				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes (COs)	CO-1	2	3		2	2
	CO-2	1	3		3	
	CO-3	2	3			1
	CO-4			1	3	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

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7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		45
Demonstrations		15
1. Demonstration using Videos	15	
2. Demonstration using Physical Models / Systems		
3. Demonstration on a Computer		
Numeracy		
1. Solving Numerical Problems	00	
Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		15
1. Case Study Discussion / Presentation	05	
2. Guest Lecture	04	
3. Industry / Hospital / Field Visit	00	
4. Brain Storming Sessions	00	
5. Group Discussions	06	
6. Discussing Possible Innovations	00	
Term Tests, Laboratory Examination/Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Pharma Business Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous Evaluation or SEE – Semester End Evaluation) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		Component 2: SEE (50% Weightage)
Subcomponent	SC1	SC2	
Subcomponent Type	Mid Term Exam	Assignment, Presentation and Class Participation	50 Marks
Maximum Marks	25	25	
CO-1			

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CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures, Assignment
2.	Understanding	Classroom lectures, Assignment, Self-study
3.	Critical Skills	Classroom lectures, Assignment
4.	Analytical Skills	Classroom discussion, Case discussions, Assignment, Examinations
5.	Problem Solving Skills	Classroom discussion, Case discussions, Assignment, Examinations
6.	Practical Skills	Classroom discussion, Assignment
7.	Group Work	Assignments, case discussions
8.	Self-Learning	Self-study, Assignments
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussions, Presentations
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	--
15.	Leadership Skills	--

10.Course Resources

a. Essential Reading

1. Course notes
2. Garg, A. (2012) Labour Laws. 1st edition. Delhi: Nabi Publication.
3. Wadhera, B.L. (2012). Law relating to Intellectual property. 5th edition. Delhi: Universal. Law publication.
4. Bansal, P. (2008) IPR Handbook for Pharma students and Researchers. 1st edition. Hyderabad: Pharma Med Press.
5. Berry, I.R. & Martin, R.P. (2008) The Pharmaceutical Regulatory Process. 2nd edition. USA: CRC Press.
6. Bharath, S. (ed.) (2013) Pharmaceutical Technology: Concepts and Applications.

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1st edition. India: Pearson.

b. Recommended Reading

1. Kuchhal, M.C. & Kucchal Vivek. (2013) Business laws. 6th edition. Jaipur: Vikas Publishing house.
2. Gulshan, S.S & Kapoor, G.K. (2006) Business Law including company law. 14th edition. New Delhi: New Age International.
3. Saravanavel,P. (2011) Industrial and Labour laws. 1st edition. New Delhi: Galgotia Publications.
4. Francis, C. M. (2007) Medical Ethics, 2nd ed. New Delhi: Jaypee Brothers medical publishers.
5. Lighter, D. & Fair, D.C. (2004) Quality Management in Healthcare, Principles and methods.
   Massachusetts: Jones and Barlett Publishers.
6. The Patents Act, 1970. (2016) New Delhi: Universal Law Publishing Company Pvt. Ltd.
7. Munshi, P. (2014) Making Breakthrough innovation happen: How 11 Indians Pulled off the Impossible. 1st edition. Collins Business
8. Bradshaw,A.D., Southwood, R.& Warner, F. (1992) Treatment and Handling of Wastes. 16th edition. Netherlands: Springer.

c. Magazines and Journals

1. Business world
2. Business strategy
3. Prabandhan: Indian Journal of Management
4. Journal of strategic management, John Wiley & Sons
5. Technology Analysis and Strategic Management: Informa UK Limited

d. Websites

1. Official websites related to various guidelines
2. www.ich.org

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Course Specifications: Contemporary Practices in Pharma Management

Course Title	Contemporary Practices in Pharma Management
Course Code	BAE564A
Course Type	Specialisation - Elective
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

The aim of this course is to unveil various paradigm trends that can occur in pharma business. The students are enlightened with the concepts of Industry-academia collaborations, Corporate Social Responsibility, Global Knowledge Management Systems for effective business in global scenario.

2. Course Size and Credits:

Number of Credits	04
Credit Structure (Lecture: Tutorial: Practical)	3:0:1
Total Hours of Interaction	85
Number of Weeks in a Semester	15
Department Responsible	Management Studies
Total Course Marks	100
Pass Criterion	As per the Academic Regulations
Attendance Requirement	As per the Academic Regulations

3. Programme Outcomes (POs)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO-1. Identify the paradigm shifts in pharmaceutical business
CO-2. Analyse the protocol for industry academia collaboration
CO-3. Explain the disruptive thinking concepts in pharma business
CO-4. Predict the impact of patient touch point analysis in pharma business and the scope of global knowledge management in pharma business strategy

5. Course Contents

Unit 1 Disruptive Thinking Concepts in Pharma Business – Concept of disruptive thinking, general examples of disruptive innovations, characteristics of disruptive innovations/innovators

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Unit 2 Industry-Academia Collaborations – Current barriers to innovation in pharma industry, rationale for collaboration, impediments to collaboration, effective management of academia - pharma collaborations

Unit 3 Pharmaceutical marketing channels and Transformation to Digital Business – Designing channel, channel members, selecting the appropriate channel, conflict in channels, physical distribution management- Strategic importance, tasks in physical distribution management. Concept of digitalization in pharma industry, impact of digitalization, areas of digital opportunity

Unit 4 Translational Medicine – Introduction to translational medicine, Challenges faced in translational medicine, industrial perspective of translational medicine, drivers and barriers of translational medicine

Unit 5 Shifts in Pharmaceutical Marketing Strategies – Evolution of marketing concept; production oriented, sales oriented, promotion oriented and consumer oriented, Concept of marketing mix in pharmaceutical marketing. Concepts and organizational strategies in marketing, Pharmaceutical market segmentation (Human & Animal health, Biological, Non-biological, Prescription and OTC products), marketing strategy dynamics, impact of marketing strategies

Unit 7 Patient Touch Point Analysis - Creating a Patient Touchpoint Map, Evaluating Patient Touchpoints Effectiveness, Designing Patient Touchpoint Optimization Strategy, Assessing Patient Touchpoint Optimization Strategy

Unit 8 Global Knowledge Management – Introduction to knowledge management, significance of knowledge management in meeting the challenges of pharmaceutical industry, linking knowledge management to business strategy

6. Course Map (CO-PO Map)



		Programme Outcomes (POs)				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes (COs)	CO-1	2	3		2	2
	CO-2	1	3		3	
	CO-3	2	3			1
	CO-4			1	3	2
3: Very Strong Contribution, 2: Strong Contribution, 1: Moderate Contribution						

7. Course Teaching and Learning Methods

Teaching and Learning Methods	Duration in hours	Total Duration in Hours
Face to Face Lectures		55
Demonstrations		10
1. Demonstration using Videos	05	
2. Demonstration using Physical Models / Systems	00	
3. Demonstration on a Computer	05	
Numeracy		00
1. Solving Numerical Problems	00	

Practical Work		00
1. Course Laboratory	00	
2. Computer Laboratory	00	
3. Engineering Workshop / Course/Workshop / Kitchen	00	
4. Clinical Laboratory	00	
5. Hospital	00	
6. Model Studio	00	
Others		10
1. Case Study Presentation	05	
2. Guest Lecture	02	
3. Industry / Field Visit	00	
4. Brain Storming Sessions	03	
5. Group Discussions	00	
6. Discussing Possible Innovations	00	
Term Tests, Written Examination, Presentations		10
Total Duration in Hours		**85**

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to M.B.A (Pharma Business Management) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE – Continuous Evaluation or SEE – Semester End Examination) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation			
	Component 1: CE (50% Weightage)		**Component 2: SEE (50% Weightage)**
Subcomponent	**SC1**	**SC2**	
Subcomponent Type	**Mid Term Exam**	**Assignment, Presentation and Class Participation**	**50 Marks**
Maximum Marks	**25**	**25**	
CO-1			
CO-2			
CO-3			
CO-4			
The details of SC1 and SC2 are presented in the Programme Specifications Document			

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment as per the above template at the beginning of the Semester.

Course reassessment policies are presented in the Academic Regulations document.

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9. Achieving COs

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S. No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Classroom lectures
2.	Understanding	Classroom lectures, Self-study
3.	Critical Skills	Assignment
4.	Analytical Skills	Assignment
5.	Problem Solving Skills	Assignment, Examination
6.	Practical Skills	Assignment
7.	Group Work	Case study presentation
8.	Self-Learning	Assignment
9.	Written Communication Skills	Assignment, Examination
10.	Verbal Communication Skills	Group discussion, Case study
11.	Presentation Skills	Assignment
12.	Behavioral Skills	Group discussion
13.	Information Management	Assignment
14.	Personal Management	Group discussion
15.	Leadership Skills	Group discussion, Case study, presentation

10.Course Resources

a. Essential Reading

1. Crowther, D. & Aras, G. (2008) Corporate Social Responsibility. Copenhagen:Ventus Publishers
2. Kozhami, A. (2008) Business Policy and Strategic Management. 3rd ed.New Delhi: Tata Mc Graw Hill

b. Recommended Reading

1. OPPI Code of Pharmaceutical Practices, 2012

c. Magazines and Journals

1. Pharma Voice
2. Business World
3. Journal of Entrepreneurship Management and innovation

d. Websites

1. www.businessstandard.com/b2-connect
2. www.mydigitalfc.com/
3. www.pubmed.com
4. www.imshealth.com
5. www.pharmabiz.com
6. www.pwcc.in

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Course Specifications: Group Project

Course Title	Group Project
Course Code	BAP601A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to apply and synergise the learning outcomes of M.B.A. Programme through a group project. The group project focuses on the application of appropriate management practices and use of relevant university resources and departments for definition and execution of the project. In addition, this course enables the student to gain practical experience of working in a project mode, requiring interactions with the domain specialist to meet the managerial challenges of the project undertaken. The significant feature of the project will be the demonstration of its applicability and quantification of benefits.

2. Course Size and Credits:

Number of credits	05
Credit Structure (Lecture: Tutorial: Practical)	00:01:04
Total hours of interaction during the semester	145
Number of semester weeks	15
Department responsible	Management Studies and Commerce
Course marks	Total Marks : 100
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

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4. Course Outcomes (COs)

After the successful completion of this course, the student will be able to:

CO1: Work in a team and undertake a project in their area of specialization
CO2: Apply the management principles for executing the project
CO3: Apply appropriate research methodology while formulating a project
CO4: Analyse data, report findings and recommend appropriate solutions to resolve the problem
CO5: Develop a video which explains the project, exhibit, make a presentation and document the work

5. Course Contents

Course Content (Indicative)
Need for undertaking a project, project specifications, Strategy analysis, and presentation Project Management, Project Development, Project Validation, Project Evaluation, Exhibition, Presentation, Team building, Team work, Leadership skills

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1					3
	CO-2	3	2			
	CO-3	2	3			
	CO-4		3		2	
	CO-5				3	2

7. Course Teaching and Learning Methods

Topics	**Teaching methods**	**Hours**
Critical Review, Problem Formulation and stating Objectives	Reading Journal papers , books and other relevant materials and problem formulation	25
	Presentation to Reviewers	5
Data collection for problem solving	Group work with supervisors guidance	35
Analysis and conclusions	Group work with supervisors guidance	35
Video creation, Presentation, Thesis/Report Writing and Viva Voce		
	Thesis/Report writing - Group	30
	Project Exhibition and Video creation - Group	10
	Presentations	5
	Total	145
Note: The above time calculation is for a group of 5 students and can be modified depending on the number of students. The project chosen should justify the time allotted.		

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the B.Tech. (Electronics and Communication Engineering) Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE, COs are assessed as illustrated in the following Table.

Focus of COs on each Component or Subcomponent of Evaluation		
Subcomponent	**CE - SC1 (50 %)**	**SEE (50%)**
Subcomponent Type	**Presentation and Exhibition**	**Project Report**
Maximum Marks	**25**	**25**
CO-1	X	
CO-2	X	
CO-3		X
CO-4		X
CO-5	X	

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving Leaning Outcomes

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities Skills	How imparted during the course
1.	Knowledge	Literature Review and group Interactions
2.	Understanding	Literature Review and group Interactions
3.	Critical Skills	Assignment - (problem identification)
4.	Analytical Skills	Assignment (data analysis)
5.	Problem Solving Skills	Assignment
6.	Practical Skills	Assignment
7.	Group Work	Assignment
8.	Self-Learning	Assignment
9.	Written Communication Skills	Report
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation

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12.	Behavioural Skills	Assignment
13.	Information Management	Report
14.	Leadership Skills	Assignment

10. Course Resources

a) Essential Reading- Relevant papers and articles

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Course Specifications: MBA Dissertation and Publication

Course Title	MBA Dissertation and Publication
Course Code	BAP602A
Course Type	Project
Department	Management Studies
Faculty	Management and Commerce

1. Course Summary

This course is intended to give an insight to the students on application of principles of research methodology, preparation of research project proposal, research project management, execution of research project and effective technical communication and presentation. It also emphasizes the need and the relevance of a structured approach to identify a research topic and undertake research. This module provides an opportunity for students to apply theories and techniques learnt during program work. The student is also required to submit the paper to a conference approved by the department and make a presentation to the examiners in the faculty.

2. Course Size and Credits:

Number of credits	14
Credit Structure (Lecture: Tutorial: Practical)	01:01:12
Total hours of interaction during the semester	400
Number of semester weeks	15
Department responsible	Management Studies/ Commerce
Course marks	Total Marks : 200
Pass requirement	As per the Academic Regulations
Attendance requirement	As per the Academic Regulations

3. Programme Outcomes (PO)

PO-1. Apply knowledge of management theories and practices to solve business problems.
PO-2. Foster Analytical and critical thinking abilities for data-based decision-making.
PO-3. Ability to develop Value based Leadership ability.
PO-4. Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO-5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.

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4. Course Outcomes

After undergoing this course students will be able to:

CO-1. Critically review scholarly literature collected from various sources for the
   i. project purpose and formulate a research problem
CO-2. Prepare and present a research proposal
CO-3. Conduct research to achieve research objectives
CO-4. Propose new ideas/methodologies or procedures for further improvement of
   i. the research undertaken
CO-5. Create research document and write and submit research papers for publication in reputed journals

5. Course Contents

Course Content (Indicative)
Research Methodology : Information search, retrieval and review Use of conceptual models and frameworks Problem solving , Evaluation Interpretations , drawing conclusions Proposing ideas or methods for further work Thesis writing Oral presentation Authoring Research paper Presentation and Analysis of data Interpretation of data in a conference or in SCOPUS indexed /UGC Care journals

6. Course Map (CO-PO-PSO Map)

		Programme Outcomes				
		PO-1	PO-2	PO-3	PO-4	PO-5
Course Outcomes	CO-1	3			2	
	CO-2				3	2
	CO-3	2	3	2		
	CO-4		3	2		
	CO-5				3	2

7. Course Teaching and Learning Methods

Topics	Teaching methods	Hours
Information search, retrieval and review, Project definition and project planning	ReadingJournalpapers, booksand otherrelevant materialsandproblem formulation	150
Use of conceptual models and Frameworks	Individual work with supervisors guidance	50
Problem solving and Evaluation	Individual work with supervisors guidance	50
Interpretations and drawing Conclusions	Individual work with supervisors guidance	50
Proposing ideas or methods for further work	Individual work with supervisors guidance	20
	Thesis/Report	20

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Create research document and write research papers for publications	writing/Presentation	
	Authoring research paper/Publication	20
Defend the research findings in front of scholarly audience	Presentation Preparation	20
Tests/Examinations/presentations preparation		20
	Total	400

8. Course Assessment and Reassessment

The details of the components and subcomponents of course assessment are presented in the Programme Specifications document pertaining to the M.B.A Programme. The procedure to determine the final course marks is also presented in the Programme Specifications document.

The evaluation questions are set to measure the attainment of the COs. In either component (CE or SEE) or subcomponent of CE (SC1 and SC2), COs are assessed as illustrated in the following Table.

	Component 1: CE (50% Weightage)		
Subcomponent	**SC1**	**SC2**	**Semester End Examination: SEE (50% weightage)**
Subcomponent Type	**Interim and Final Report Presentation**	**Paper Development and Upload**	**Report**
Maximum Marks	**50**	**50**	**100**
CO-1	X	X	X
CO-2	X	X	X
CO-3	X	X	X
CO-4	X	X	X
CO-5	X	X	X

The Course Leader assigned to the course, in consultation with the Head of the Department, shall provide the focus of COs in each component of assessment in the above template at the beginning of the semester.

Course reassessment policies are presented in the Academic Regulations document.

9. Achieving Cos

The following skills are directly or indirectly imparted to the students in the following teaching and learning methods:

S.No	Curriculum and Capabilities	How imparted during the course
1.	Knowledge	Thesis
2.	Understanding	Thesis
3.	Critical Skills	Thesis

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4.	Analytical Skills	Thesis
5.	Problem Solving Skills	Thesis
6.	Practical Skills	Thesis
7.	Group Work	---
8.	Self-Learning	Thesis
9.	Written Communication Skills	Report writing
10.	Verbal Communication Skills	Presentation
11.	Presentation Skills	Presentation
12.	Behavioural Skills	Thesis
13.	Information Management	Thesis
14.	Leadership Skills	Thesis

10. Course Resources

a. **Essential Reading**

1. Booth W. C, Colomb and G.G Williams. (2005) The Craft of Research, Chicago University Press
2. Willium M.K and Trochim. (2003)Research Methods, 2nd Edition, Biztantra Publications
3. Jonathan Grix. (2004) The Foundation of Research, Palgrave Study Guides

b. **Recommended Reading**

1. Wisker Gina. (2001) The Post Graduate Research Handbook, Palgrave
2. Rugg G. and Petre M. (2004) The Unwritten Rules of Ph.D research, Open University

c. **Magazines and Journals**

1. **Websites – Google Scholar**
2. **Other Electronic Resources- EBSCO, Google Scholar**

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