

10 YEARS
OF UNIVERSITY
RECOGNITION
20 YEARS OF
ACADEMIC
EXCELLENCE



REVA
UNIVERSITY
Bengaluru, India

School Of Management Studies

Hand Book (2021 – 2023)



REVA
UNIVERSITY

Bengaluru, India

REVA BUSINESS SCHOOL
MBA (MASTER OF BUSINESS ADMINISTRATION)

MBA HAND BOOK

2021

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Rukmini Educational
Charitable Trust

Program Overview

Master of Business Administration is a post graduate degree in Management which primarily aims at ensuring that the graduates who complete their courses in a chosen domain are competent enough to manage corporate activities like Human Resources, Finance, Marketing, Entrepreneurship, International Business and Operations Management to run a company on a day-to-day basis to meet management objectives.

Management Education focuses on varied domain where students can specialize in desired areas of interest thus ensuring that each student is able to gain competence in the general principles of management as well as develop a deeper understanding in the emerging areas. Since every industry, including industries like health care, Hotel Management, Entertainment, Transportation and so on has become more business-like with the participation of corporate houses and business conglomerates, management education today opens many opportunities for students. Through internships, field work, Major project where in by networking with industry experts and other professionals, students can understand the problems, analyses and suggest solutions. The management education provided a holistic understanding of the business environment.

Programme Educational Objectives – PEO

PEO 1: Manage corporate activities like human resources, finance, marketing, and operations research and Global business management.

PEO 2: Take up administrative positions in Public, private and Government organisations.

PEO 3: Establish enterprise of their own

Program Specific Outcomes (PSO)

PSO	Description
PSO1	Demonstrate the knowledge of Management in Industry, business, academia and allied areas.
PSO2	Analyse and apply skills in domain areas by understanding the changing requirements of the business environment.
PSO3	Use different techniques to gather information from various stakeholders and report effectively

Programme Outcomes

The School of Management studies was established in the year 2014 and since then the School has defined Program Outcomes for the courses offered. Based on the new guidelines of

NBA that was formulated in July 2017, The School Advisory Body has formulated TEN Program Outcomes that includes FIVE Mandatory POs stipulated by NBA and other FIVE were defined by the School Advisory Board, keeping in view the Vision, Mission and Program Educational Objectives.

Description of the Program Outcomes

PO	Description
PO1	Management Theory/ Models and Practice Apply knowledge of management theories and practices to solve business problems.
PO2	Critical Thinking and Problem Solving Foster Analytical and critical thinking abilities for data-based decision making.
PO3	Leadership Skills Ability to develop Value based Leadership ability.
PO4	Business Environment Ability to understand, analyze and communicate global, economic, legal, and ethical aspects of business.
PO5	Teamwork Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment.
PO6	Communication Skills Students should be able to communicate effectively with various stakeholders. Develop highly impactful communication that can empower team members and also to improve clarity and professionalism of their writing.
PO7	Modern Tool Usage Engage in Research and apply statistical tools and techniques for Problem solving and decision making.
PO8	Environment and Sustainability Students should be able gain insight about Environment and Sustainability and its impact on socio-economic development by complex interactions between development and environment
PO9	Life Long Learning Ability to operate independently in new environment and acquire new knowledge and skills that helps in life-long learning Process.
PO10	Entrepreneurial Perspective Students will develop set of skills that enable them to identify and make most of opportunities, overcome and learn from setbacks and succeed in a variety of settings .

PO11	<p>Socially Responsible</p> <p>Students will be able to apply reasoning informed by the contextual knowledge to assess societal, health, safety, legal and cultural issues and the consequent responsibilities relevant to management practice</p>
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REVA Business School
Course Content of PG Programs-2021-22
Master of Business Administration (MBA)
(Effective from Academic Year 2021-22)

First Semester			HC/SC/CC	L	T	P	Total	Contact Hours
1.	M21MK0101	Management & Organization Behavior	HC	3	1	0	4	4
2.	M21MK0102	Accounting for managers	HC	3	1	0	4	4
3.	M21MK0103	Economic analysis for Business Decisions	HC	3	1	0	4	4
4.	M21MK0104	Business Analytics – I	HC	3	1	0	4	4
5.	M21MK0105	Indian Ethos	RULO	-	-	-	-	-
6.	M21MK0106	Interdisciplinary Course	RULO	-	-	-	-	-
7.	M21MK0107	Foreign Language	RULO	-	-	-	-	-
8.	M21MK0108	Skill Development Course	RULO	-	-	-	-	-
Note: Students can choose any Two Prerequisite courses								
I. Finance								
1	M21MKS111	Financial Markets and Services	SC	1	1	0	2	3
2	M21MKS112	Corporate Finance	SC	1	1	0	2	3
II. Marketing								
1	M21MKS121	Principles of Marketing	SC	1	1	0	2	3
2	M21MKS122	Retail Management	SC	1	1	0	2	3
III. Human Resource								

1	M21MKS131	Leadership and Development	SC	1	1	0	2	3
2	M21MKS132	Talent Management	SC	1	1	0	2	3
IV. Operations Management								
1	M21MKS141	Business Mathematics	SC	1	1	0	2	3
2	M21MKS142	Computer Applications in Business	SC	1	1	0	2	3
V. Health Care Management								
1	M21MKS151	Health care structure in India	SC	1	1	0	2	3
2	M21MKS152	Health care Marketing	SC	1	1	0	2	3
VI. Strategy & Leadership								
1	M21MKS161	Strategic leadership and change Management	SC	1	1	0	2	3
2	M21MKS162	Decision making and competitive strategy	SC	1	1	0	2	3
VII. Entrepreneurship								
1	M21MKS171	Business Model Generation	SC	1	1	0	2	3
2	M21MKS172	Business plan preparation for new venture	SC	1	1	0	2	3
VIII. Banking & Insurance								
1	M21MKS181	Principles & Practices of Banking	SC	1	1	0	2	3
2	M21MKS182	Principles & Practices of Insurance	SC	1	1	0	2	3
Flexible Course (choose any one course)								
1	M21MKS191	Corporate communication	SC	1	1	0	2	2
2	M21MKS192	Design thinking	SC	1	1	0	2	2
3	M21MKS193	Public Policy	SC	1	1	0	2	2
TOTAL CREDITS							26	

Second Semester			HC/SC/CC	L	T	P	Total	Contact Hours
1.	M21MK0201	Legal Aspects of Business	HC	3	1	0	4	4
2.	M21MK0202	Business Research Methods	HC	3	1	0	4	4
3.	M21MK0203	Corporate Social Responsibility & Sustainability	HC	3	1	0	4	4
4.	M21MK0204	Business Analytics – II	HC	3	1	0	4	4
5.	M21MK0205	Book Review	RULO	-	-	-	-	-

6.	M21MK0206	Interdisciplinary Course	RULO	-	-	-	-	-
7.	M21MK0207	Foreign Language	RULO	-	-	-	-	-
8.	M21MK0208	Skill Development Course	RULO	-	-	-	-	-
Note: Students can choose any Two Prerequisite courses								
I. Finance								
1	M21MKS211	Advanced financial management	SC	1	1	0	2	3
2	M21MKS212	Financial performance analysis	SC	1	1	0	2	3
II. Marketing								
1	M21MKS221	Marketing Management	SC	1	1	0	2	3
2	M21MKS222	Digital Marketing & Social Media Marketing	SC	1	1	0	2	3
III. Human Resource								
1	M21MKS231	Employee Relations	SC	1	1	0	2	3
2	M21MKS232	Sustainable HRM	SC	1	1	0	2	3
IV. Operations Management								
1.	M21MKS241	Technology Management & Systems	SC	1	1	0	2	3
2	M21MKS242	Production & Operations Management	SC	1	1	0	2	3
V. Health Care Management								
1	M21MKS251	Health and society	SC	1	1	0	2	3
2	M21MKS252	Health reforms and policy planning	SC	1	1	0	2	3
VI. Strategy & Leadership								
1	M21MKS261	Leadership in Organizations	SC	1	1	0	2	3
2	M21MKS262	Effective Leadership Strategies	SC	1	1	0	2	3
VII. Entrepreneurship								
1	M21MKS271	Entrepreneurship Theory & Practice	SC	1	1	0	2	3
2	M21MKS272	Social Entrepreneurship	SC	1	1	0	2	3
VIII. Banking & Insurance								
1	M21MKS281	Insurance Planning & Risk Management	SC	1	1	0	2	3
2	M21MKS282	Legal & Regulatory Aspects of Banking	SC	1	1	0	2	3
Flexible Course (choose any one course)								

1	M21MKS291	Business Development Models	SC	1	1	0	2	2
2	M21MKS292	Advanced Excel	SC	0	0	2	2	2
3	M21MKS293	SPSS	SC	0	0	2	2	2
TOTAL CREDITS							26	

Third Semester			HC/SC/CC	L	T	P	Total	Conta ct Hours
1.	M21MK0301	Innovation & Entrepreneurship	HC	3	1	0	4	4
2.	M21MK0302	Minor Project	HC	-	-	-	4	-
3.	M21MK0303	Interdisciplinary Course	RULO	-	-	-	-	-
4.	M21MK0304	Foreign Language	RULO	-	-	-	-	-
5.	M21MK0305	Skill Development Course	RULO	-	-	-	-	-
Note: Students can choose any Two Prerequisite courses								
I. Finance								
1	M21MKS311	Securities Analysis and portfolio management	SC	2	1	0	3	4
2	M21MKS312	Financial derivatives	SC	2	1	0	3	4
3	M21MKS313	Advanced Cost and Management Accounting	SC	2	1	0	3	4
II. Marketing								
1	M21MKS321	Consumer Behavior	SC	2	1	0	3	4
2	M21MKS322	Integrated Marketing Communication	SC	2	1	0	3	4
3	M21MKS323	Sales & Distribution Management	SC	2	1	0	3	4
III. Human Resource								
1	M21MKS331	Cross Cultural Management	SC	2	1	0	3	4
2	M21MKS332	Performance and Reward Management	SC	2	1	0	3	4
3	M21MKS333	Labour Legislation	SC	2	1	0	3	4
IV. Operations Management								
1	M21MKS341	Supply Chain & Logistics Management	SC	2	1	0	3	4
2	M21MKS342	Operations Research Applications	SC	2	1	0	3	4

3	M21MKS343	Materials and Lean Management	SC	2	1	0	3	4
V. Health Care Management								
1	M21MKS351	Healthcare Environment & Management	SC	2	1	0	3	4
2	M21MKS352	Health care Laws, Ethics and Medical Terminology	SC	2	1	0	3	4
3	M21MKS353	Patient care Management	SC	2	1	0	3	4
VI. Strategy & Leadership								
1	M21MKS361	Strategic Leadership and Organization	SC	2	1	0	3	4
2	M21MKS362	Agile Leadership Theories and Practices	SC	2	1	0	3	4
3	M21MKS363	Leadership Strategies for Digital Age	SC	2	1	0	3	4
VII. Entrepreneurship								
1	M21MKS371	Family Business Management	SC	2	1	0	3	4
2	M21MKS372	Marketing; Primer for Entrepreneurs	SC	2	1	0	3	4
3	M21MKS373	New Enterprise Financing & Appraisal	SC	2	1	0	3	4
VIII. Banking & Insurance								
1	M21MKS381	Rural Banking and Microfinance	SC	2	1	0	3	4
2	M21MKS382	Marketing of Banking Services	SC	2	1	0	3	4
3	M21MKS383	General and Life Insurance	SC	2	1	0	3	4
TOTAL CREDITS							26	

Fourth Semester			HC/SC/CC	L	T	P	Total	Contact Hours
1.	M21MK0401	Strategic Management	HC	3	1	0	4	4
2.	M21MK0402	Major Project	HC	-	-	-	8	-
3.	M21MK0403	Interdisciplinary Course	RULO	-	-	-	-	-
4.	M21MK0404	Foreign Language	RULO	-	-	-	-	-
5.	M21MK0405	Skill Development Course	RULO	-	-	-	-	-
Note: Students can choose any Two Prerequisite courses								
I. Finance								
1	M21MKS411	International Financial Management	SC	2	1	0	3	4

2	M21MKS412	Mergers, acquisitions and corporate restructuring	SC	2	1	0	3	4
3	M21MKS413	Corporate Taxation for Business Decisions	SC	2	1	0	3	4
II. Marketing								
1	M21MKS421	International Marketing	SC	2	1	0	3	4
2	M21MKS422	Strategic Brand Management	SC	2	1	0	3	4
3	M21MKS423	Services Marketing	SC	2	1	0	3	4
III. Human Resource								
1	M21MKS431	Strategic Human Resource Management	SC	2	1	0	3	4
2	M21MKS432	HR Analytics	SC	2	1	0	3	4
3	M21MKS433	Global HRM	SC	2	1	0	3	4
IV. Operations Management								
1	M21MKS441	Total Quality Management	SC	2	1	0	3	4
2	M21MKS442	Sourcing Management	SC	2	1	0	3	4
3	M21MKS443	Management of Manufacturing Systems	SC	2	1	0	3	4
V. Health Care Management								
1	M21MKS451	Public Health System	SC	2	1	0	3	4
2	M21MKS452	Hospital Architecture, Planning and Maintenance	SC	2	1	0	3	4
3	M21MKS453	PURCHASE MANAGEMENT & INVENTORY CONTROL FOR HOSPITALS	SC	2	1	0	3	4
VI. Strategy & Leadership								
1	M21MKS461	Innovation & Leadership	SC	2	1	0	3	4
2	M21MKS462	Inclusive Strategic Leadership	SC	2	1	0	3	4
3	M21MKS463	Global Strategic Leadership	SC	2	1	0	3	4
VII. Entrepreneurship								
1	M21MKS471	Legal Compliances for start-ups in India	SC	2	1	0	3	4
2	M21MKS472	Entrepreneurial Leadership Skills	SC	2	1	0	3	4
3	M21MKS473	Institutional Support System for Entrepreneurs	SC	2	1	0	3	4

TOTAL CREDITS				30
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Semester-wise Summary of Credit Distribution

Semesters	Total
First Semester	26
Second Semester	26
Third Semester	26
Fourth Semester	30
Total Credits	108

FIRST SEMESTER

Course Title : MANAGEMENT AND ORGANIZATION BEHAVIOR			
Course Code: M21MK0101			
Course Description: This course provides a Foundation to Management process. It helps to gain knowledge and understanding of contemporary management concepts, organizational behavior, leadership process, influence of motivation and its application in corporate arena.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. The basic concepts of management and evolution of management and its impact 2. Understand personality development and attitude formation 3. Appraise the process of perception and motivation 4. Apply the techniques of group dynamic and organization politics 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: Implement the basic elements / foundations of management.</p> <p>CO2: Appraise the determinants of personality and its evolution</p> <p>CO3: Understand the usage of concepts of attitude</p> <p>CO4: Understand the constituents of perception and apply it</p> <p>CO5: Influencing factors in emotional management.</p> <p>CO6: Applying the knowledge and skills of group dynamics</p>			
Course Pre-requisites: Student must have basic understanding of General Management.			
Pedagogy: Direct Method, ICT, Case study			
LTP: 3- 1 -0			
Course type: SC			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction: Introduction, Definition of management, Importance and functions of management, Managerial skills, Evolution of management and management principles, and recent trends in management. Functions of management, Introduction to OB, OB as multidisciplinary approach, Basic OB Model, Challenges and Opportunities, Diversity in organizations.	13 Hours	CO1
Unit-2	Personality and Attitudes:	13 Hours	CO2 & CO3

	<p>Personality- Concept and scope, Determinants of personality, Theories of Personality- Erikson's 8 stages of personality development, Personal Construct theory by George Kelly, Humanistic Approach by Karl Roger, Personality Frameworks- MBTI, Big Five Personality Traits, Benefits of personality assessment in assessing the current state of an employee. Values, types of values.</p> <p>Attitudes and Behavior, Job attitudes, Job satisfaction and dissatisfaction. Emotions and Moods, Emotional Intelligence.</p>		
Unit-3	<p>Perception, Motivation and Decision making: Perception – introduction, Factors influencing perception, Attribution Theory, Barriers to perception, Gestalt Approach, Decision making in organisations.</p> <p>Motivation- introduction, Maslow's Need Hierarchy Theory, 2 factor Theory, Mc Clelland's Theory, Contemporary theories (Self-efficacy, Re-inforcement theory, expectancy theory, equity theory). Application of motivation in management.</p>	13 Hours	CO4 & CO5
Unit-4	<p>Group Behaviour: Classifying groups, Group roles and norms, Group formation. Understanding work teams, types of teams, creating effective teams. Conflict- resolution and negotiations, Power and politics- Basis of Power, dependence.</p>	13 Hours	CO6

Reference Books:

1. Essentials of management: An international, innovation, and leadership perspective- Wehrich, H., & V. Cannice, M., New Delhi: McGraw-Hill Education (India) Private Limited, 2020.
2. Organizational Behavior, Fred Luthans – 12/e, McGraw Hill Publishing Company, New York, 2013.
3. Management and Organizational Behaviour, Stephen Robbins, Mary Coulter, 14/e, New Jersey: Pearson Education Inc, 2017.
4. Organizational behaviour- Stephen P Robbins, Timothy A. Judge, Neharika Vohra, Pearson, 18th Edition, 2019.
5. Management and Organizational Behaviour- Laurie J Mullins, 11/e, Pearson education limited, 2016.

Course Title : ACCOUNTING FOR MANAGERS
Course Code: M21MK0102
<p>Course Description: The course focuses on developing an insight of principles of Accounting and utilization of financial information for decision-making. It enables the students to understand the preparation of budgets, and Financial Statements of a company and computerize the financial transactions.</p>
<p>Course Objectives: The objective of this course is to:</p> <ol style="list-style-type: none"> 1. Explain accounting concepts, and elements of books of accounts. 2. Understand and prepare financial statements of a company. 3. Know the emerging trends and proposed changes in accounting. 4. Prepare various budgets and Implement budgetary control in an organization.

Course Outcomes: On successful completion of this course students shall be able to:			
CO1: Demonstrate the theoretical knowledge and prepare books of Accounts.			
CO2: Prepare financial statements of a company as per schedule III.			
CO3: Organise financial position statement using Accounting equation.			
CO4: Comprehend emerging trends in accounting using IFRS and MAOCARO in preparation of various reports as part of annual reports.			
CO5: Prepare various budgets in an organisation.			
CO6: Apply budgetary control techniques for planning and control.			
Course Pre-requisites: This course requires knowledge of fundamentals of financial accounting and management accounting.			
Pedagogy: Direct Method, ICT, Problem solving, Case based			
LTP: 3:1:0			
Course type: HC			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Accounting: Need and Types of Accounting, Users of Accounting, concepts and conventions of Accounting, Preparation of Books of Accounts -Journals, ledgers and trial balance. (Theory & Problems)	14Hours	CO1
Unit – 2	Preparation of Financial statements: Meaning and Objective of Financial Statement, Component of Financial Statement, Advantages and limitations of Financial statement, adjustment entries, Part I – Form of Balance Sheet, Part II – Form of Statement of Profit and Loss Account as per Revised Schedule III of the Companies Act 2013. Accounting equation. (Problems & Cases)	12Hours	CO2 & CO3
Unit-3	Emerging Trends in Accounting: Audit Report, Directors’ Report and basics of MAOCARO 1998 (Amended 2003). Corporate Governance, Forensic Accounting and Window Dressing, IFRS and proposed changes in accounting, Inflation Accounting (Theory only)	12Hours	CO4
Unit-4	Budgets and Budgeting control: Objectives, characteristics and essentials of budgetary control, classification of budgets – Materials budget, production and production cost budget, sales budget, cash budget, flexible budget. (Problems & Cases)	14Hours	CO5 & CO6

Reference Books:

1. Accounting for Management, S N Maheswari and Maheswari, 4/e Vikas Publishing House Limited, 2018.
2. Accounting for Management, Jawahar Lal, 5/e, Himalaya Publishing House, 2020.
3. Financial Accounting, PC Tulsian, 4/e, Pearson Education India,
4. Accounting for Managers: Interpreting Accounting Information for Decision Making, -Paul M. Collier, Wiley, 2015
5. Financial Accounting – A Managerial Perspective, R. NarayanaSwamy, 6/e , Prentice Hall India, , 2017.

Course Title : ECONOMIC ANALYSIS FOR BUSINESS DECISIONS			
Course Code: M21MK0103			
Course Description: The course focuses on the application of economic models and rationale choice to business decision making. Topics include an overview of managerial economics; demand and supply; costs of production and the organization of the firm; market structure and pricing and output decisions; game theory and pricing strategies; and the economics of information and the role of government in the marketplace.			
Course Objectives: The objective of this course is to: <ul style="list-style-type: none"> 1. Understanding the concepts and techniques used in Economics and to enable them to apply the knowledge in business decision making. 2. Analyse the cost function and establish the relationship between production function and cost function. 3. Develop effective pricing strategies and benchmark the cost comparison through relative cost analytics. 4. The business impact of and macroeconomic environment on business decisions. 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: Integrate the basic concepts of Economics with the tools of management in order to analyze and make optimal decisions.</p> <p>CO2:Applying the basic concepts of Demand, Supply, Demand Forecasting, Equilibrium and their determinants.</p> <p>CO3: Analysing the cost function and the difference between short-run and long-run cost function and establish the REATIONSHIP between production function and cost function.</p> <p>CO4: Analyse how households and business interact in various market structures, and determine price & quantity of goods and services produced and consumed.</p> <p>CO5: Evaluating the competition strategies, including costing, pricing, product differentiation, and market environment according to the natures of products, the market structures and Business Cycles.</p> <p>CO6: Use economic problem solving skills to examine the opportunities and challenges of the increasing globalization of the world economy.</p>			
Course Pre-requisites: This course requires knowledge of fundamentals Demand and supply			
Pedagogy: Direct Method, ICT, Problem solving, Case based			
LTP: 3:1:0			
Course type: HC			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Economic analysis and Business decisions. Demand decisions – Cardinal utility, Indifference curves & revealed preference approaches, choice under risk and uncertainty, Concept of demand and types, Law of Demand, , recent developments in theory of	14Hours	CO1

	demand. Elasticity of demand – types, measurement and empirical estimation. Demand forecasting methods, Law of supply, Elasticity of supply. Note: Numerical examples to be used to explain the concepts.		
Unit – 2	<p>Input Output Decisions – Production function, isoquants, optimum factor combination, law of variable proportions, returns to scale, economies of scale, optimum product mix, technical progress, elasticity of factor substitution.</p> <p>Cost Analysis Concepts, Types of costs, traditional and modern theories of costs, cost functions and their estimation, Break Even Analysis- Meaning, Assumptions, Determination of BEA, Limitations and Uses of BEA in Managerial Economics. (Problems on BEP). (Theory and Problem)</p>	12Hours	CO2 & CO3
Unit-3	<p>Pricing decisions: Objectives, Basic factors in Pricing-pricing under perfect, monopoly, oligopoly, and monopolistic competition-discriminatory pricing-multiple product pricing-price control by government - pricing of new products – pricing practices.</p> <p>Nature of Profits: Different views of profits – Profit functions – Measurement of Profit – Policies on profit maximization – Profit planning</p>	12Hours	CO4
Unit-4	<p>Macro-Economic Policies and Business decisions: Macroeconomic policies in India: Monetary policy: Objectives, credit control tools. Fiscal policy: Objectives, budget, direct and indirect taxes, revenue and expenditures of the union and the state.</p> <p>Consumption Function and Investment Function: Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Business Cycle: Introduction, Meaning and Features, Measures to Control Business Cycles, Business Cycles and Business Decisions.</p>	14Hours	CO5 & CO6

Reference Books:

1. Economics – Samuelson & Marks, 5/e, Wiley.
2. Managerial Economics - Craig H Petersen, W. Chris Lewis & Sudhir K Jain, 4/e, Pearson Education, 2006.
3. Microeconomics Theory And Applications– D. N. Dwivedi, Pearson Education India.
4. Managerial Economics – Dominick Salvatore, 6/e, Oxford Publishers, .

Course Title : BUSINESS ANALYTICS - 1
Course Code: M21MK0104
Course Description: This course will introduce students to the quantitative tools that are necessary for day-to-day business needs. The course also helps students see the connection between application of business analytics and business performance. The use of descriptive and inferential statistics by individuals and organizations enhances decision making. Business

Analytics refers to the ways in which enterprises such as businesses, non-profits, and governments can use data to gain insights and make better decisions through hypothetical situational analysis (Assumptions being tested). Business Analytics is applied in operations, marketing, finance, and strategic planning among other functions.

Course Objectives:

1. Provide a basic knowledge of application of business analytics to business disciplines
2. Develop an ability to analyze and interpret data to provide meaningful information to assist in making management decisions using modern quantitative tools
3. To communicate effectively the statistical results with various stake holders
4. Help students develop computational skills and problem-solving capabilities as a tool for analysis and presentation of solutions to business problems.

Course Outcomes: On successful completion of this course students shall be able to:

CO1: Use measures of location and measures of dispersion for decision making in business

CO2: Compute and interpret the results of Correlation and Regression Analysis for forecasting

CO3: Use elementary time series model to predict time varying changes in business indicators

CO4: Apply probability theory for handling uncertain business situations

CO5: Demonstrate the use of decision theory to handle uncertain business situations

CO6: Understand the Scope and Importance Business Analytics through the various approaches for Business Decision Making

Course Pre-requisites: Business Statistics and Mathematics

Pedagogy: ICT, Problem solving, Case based

LTP: 3:1:0

Course type: HC

Contact Hours: 52

Units	Detailed Syllabus	Contact hours	CO
Unit-1	Descriptive Statistics: Measures of Central tendency-Applications and Problems on measures of central tendency - Measures of Dispersion–Karl Pearson correlation, Spearman’s Rank correlation, Simple and multiple regressions (Problems on Simple regression only), Time Series Analysis (Method of Least Squares)	13	1,2,3
Unit-2	Probability Distribution: Concept and definition – Approaches to Probability, Rules of probability–Random Variables–Concept of probability distribution–Theoretical probability distributions: Binomial, Poisson, Normal and Exponential–Baye’s theorem (No derivation) (Problems only on Binomial, Poisson and Normal)	13	4
Unit-3	Decision Theory: Introduction–Steps of decision-making process–types of decision-making environments–Decision-making under	13	5

	uncertainty–Decision-making under Risk–Decision tree analysis (Theory and Problems)		
Unit-4	Foundations of Analytics: Introduction–Evolution–Scope–Data for Analytics–Decision Models–Descriptive, Predictive, Prescriptive–Introduction to data Warehousing–Dashboards and Reporting–Master data management: Basics of Excel	13	6

Reference Books:

1. James R Evans, Business Analytics-Methods, Models and Decisions, Pearson Education, 3rd Edition, 2021, ISBN-13 : 978-93-903-9458-6
2. Purba Haldy Rao, Business Analytics-an application focus, PHI Learning, 2013, ISBN 978- 81-203-4819-6
3. U R Dinesh Kumar, Business Analytics: The Science of Data - Driven Decision Making, Wiley, 2017, ISBN 978-81-265-6877-2
5. N D Vohra, Quantitative Methods, TMH, 5th edition, 2017, ISBN 978-93-526

Pre requisite Courses

Finance
Course Title: FINANCIAL MARKETS AND SERVICES
Course Code: M21MKS111
Course Description: This course is designed to gain knowledge about financial markets and institutions which are involved in providing various financial services. The course helps students to know various practical aspects of stock market functions and trading mechanism. This course provides insight about the role of credit rating agencies and their rating process for investment purpose.
Course Objectives: The objective of this course is to: 1. Know the working mechanism of financial markets and its participants. 2. understand the functioning of stock exchange. 3. understand the credit rating procedure & the depository process 4. know lease vs hire-purchase decision.
Course Outcomes: On successful completion of this course students shall be able to: CO1: Understand the concept of financial markets and its role in economic development. CO2: Understand the mechanism of trading and settlement procedure in stock exchange. CO3: Identify different types of issue management institutions with their functions. CO4: Enumerate the functions of credit rating agencies & depository system. CO5: Select suitable fund based financial services. CO6: Evaluate lease vs hire-purchase decision.
Course Pre-requisites: This course requires basic knowledge of financial markets working process and mechanics of Indian stock market as well as financial services that are provided in markets. Students are required to read business newspapers regularly to be up to date so that knowledge about financial market can be updated.
Pedagogy: Direct Method, ICT, , Case based
LTP: 1:1:0

Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Financial Market Primary market: functions, types of issues, regulatory framework for primary market, listing shares, Participants. Secondary market: Role and function, market structure and participants, broker and client acquisition.	10 Hours	CO1
Unit-2	Stock Exchanges and SEBI Introduction to BSE & NSE, Functions of Stock Exchange, Trading and Settlement Procedure at BSE and NSE, SEBI Powers, SEBI Investor protection, Rights of shareholders, investor's grievance redressal.	10 Hours	CO2
Unit-3	Fee based services: Issue management, corporate re-structuring, Depository services, NSDL and CDSL, Rating Agencies, Credit Rating Process, Symbols, Advantages and limitations.	9 Hours	CO3 & CO4
Unit-4	Fund based services: Housing finance - Institutions and banks offering housing finance, Leasing, elements and types, Hire purchase; Bills Discounting, Factoring and Forfeiting, Angel Financing.	10 Hours	CO5 & CO6

Reference Books:

1. Financial Services, M Y Khan, 10/e, McGraw Hill Education (India) Private Limited, 2020.
2. Financial Markets and Services – Gordon & Natarajan, 7/e, Himalaya publishing House, 2019.
3. Indian Financial System, M Y Khan, 11/e, McGraw Hill Education (India) Private Limited, 2020.
4. Indian Financial System, H R Machiraju, 5/e, Vikas Publishing House Private Limited, 2019.

Course Title: CORPORATE FINANCE
Course Code: M21MKS112
Course Description: This course is intended to provide an understanding of corporate finance theory and to develop working knowledge of corporate financial environment and provides a solid foundation in the principles of finance which facilitates to implement effective strategies in various functional areas. Corporate finance aims to assist the student to develop a thorough understanding of the concepts and theories underlying corporate finance in a systematic way.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. know the basics of corporate finance and compute the time value of money. 2. understand various investment evaluation techniques used by corporates using cost of capital. 3. determine the relationship between financing decisions and value of the firm. 4. understand the impact of dividend decisions on value of the firm.
Course Outcomes: On successful completion of this course students shall be able to: CO1: understand the impact of time value of money in business environment. CO2: evaluate the overall cost of capital of a firm. CO3: apply various investment evaluation techniques for investment decisions. CO4: analyze the optimum capital structure and risk levels of a firm. CO5: assess the impact of financial decisions over value of the firm. CO6: find out the impact of dividend decisions on value of the firm.
Course Pre-requisites:

This course requires fundamental knowledge of accounting and basic understanding of mathematical calculations.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 1:1:0			
Course type:			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to corporate finance: Definition, Nature, Scope, Objectives, and Functions of Corporate finance; Time Value of Money-Discounting and Compounding techniques. (Theory and Problems)	9 Hours	CO1
Unit-2	Cost of Capital & Investment Decision: Cost of Capital - Cost of Equity, Cost of Debt, Cost of Preference share capital, Cost of Retained Earnings, and Weighted Average Cost of Capital (WACC); Capital Budgeting – Discounting (NPV, IRR, PI and IRR) and Non-Discounting Techniques (PB & ARR). (Theory and Problems)	10 Hours	CO2 & CO3
Unit-3	Leverage & Financing Decision - Leverages – EBIT-EPS analysis; Capital Structure – Determinants and Factors effecting - Theories of Capital Structure –NI approach, NOI, MM approach and Traditional approach; (Theory and Problems)	10 Hours	CO4 & CO5
Unit-4	Dividend Decision & Corporate Actions: Determinants of Dividend policy - Factors affecting – Types - Theories of Dividend – Gordan’s & Walter’s Models and MM Model.	10 Hours	CO6

Reference Books:

1. Financial Management –Text, Problems and Cases - M Y Khan & P K Jain, 8/e, McGraw Hill Education (India) Private Limited, 2018.
2. Financial Management – Theory and Practice - Prasanna Chandra, 10/e, McGraw Hill Education (India) Private Limited, 2019.
3. Financial Management - Pandey I. M, 11/e, Vikas Publishing House Private Limited, 2015.
4. Financial Management & Policy – James C. Van Horne, 12/e, Pearson Education, 2012

Marketing
Course Title : PRINCIPLES OF MARKETING
Course Code: M21MKS121
Course Description: Course is most suitable for future managers who want establish their carrier in marketing field and entrepreneurs in understanding the basic concepts of marketing and consumer behavior. Subject enables the student to effectively predict, analyze the marketing environment which is essential for any marketing activity to be successful.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To understand the basic concepts of marketing and its framework. 2. To engage customers and manage profitable customer relationships, create value for customers and build meaningful relationships. 3. To understand business and consumer markets. 4. To examine the environments of marketing and how companies analyze these environments to better understand the marketplace and consumers.
Course Outcomes: On successful completion of this course students shall be able to: CO1: Attract new customers through superior value and satisfaction. CO2: Understand Segmentation, targeting, and positioning.

CO3: Assess market potential and understand customer behavior, CO4: Focus appropriate resources on target segments and against competitors. CO5: Understand how consumer differences affect consumer buying behavior. CO6: Build and create a customer value, engaging customers, and managing customer relationships.			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 1:1:0			
Course type: Soft core			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Defining Marketing and the marketing process <i>Marketing:</i> Creating customer value and engagement – Understanding the marketplace and customer needs, Designing customer value driven marketing strategy and plan, managing customer relationships and capturing customer value. Changing marketing landscape. <i>Company and Marketing Strategy:</i> Partnering to build customer engagement, value and relationship – Designing the business portfolio, planning marketing: partnering to build customer relationships. Marketing strategy and marketing mix. Managing marketing effort and marketing ROI.	7Hours	CO1
Unit-2	Understanding the marketplace and consumer value – Analyzing the marketing environment. Managing marketing information to gain customer insights – Marketing information and customer insights, accessing information needs and developing data, Marketing research, analyzing and using marketing information, other marketing information considerations.	6Hours	CO2
Unit-3	Consumer markets and buyer behavior – Model of consumer behavior, factors effecting consumer behavior, buying decision behavior and buyer decision process, buyer decision process for new products. Business markets and business buyer behavior – business markets, business buyer behavior, business buyer decision process, engaging business buyers with digital and social marketing, institutional and government markets.	6Hours	CO3 & CO4
Unit-4	Customer value-driven marketing strategy: creating value for target customers – marketing strategy, market segmentation, market targeting, and differentiation and positioning. <i>Sustainable marketing:</i> social responsibility and ethics – social criticisms of marketing, consumer actions to promote sustainable marketing, business actions towards sustainable marketing, marketing ethics and the sustainable company.	7Hours	CO5 & CO6

Reference Books:

1. Kotler, P. and Armstrong, G., 2013. Principles of Marketing (16th Global Edition).
2. Kotler, P, Armstrong, G. Agnihotri P., 2021. Principles of Marketing (16th e Global Edition).
3. Pride, W.M. and Ferrell, O.C., 2021. Foundations of marketing. Cengage Learning.

4. Lamb, Hair, Sharma, and Mcdaniel, 2018. Principles of Marketing (South -Asian perspective).

Course Title : RETAIL MANAGEMENT			
Course Code: M21MKS122			
Course Description: This course deals with the fundamental concept of retail management and help students in decision-making of retail business.			
Course Objectives: The objective of this course is to: <ul style="list-style-type: none"> 5. To understand concept of retailing and retail sector in India. 6. To elaborate types of retail formats and retail strategy process. 7. To recognize the importance of retail mix and its design for retailers 8. To familiarize with landscape of e-tailing. 			
Course Outcomes: On successful completion of this course students shall be able to: <ul style="list-style-type: none"> CO1: Know the scenario of retailing in India, CO2: Identify the factors influencing retailing customer expectations and the function of retailing CO3: Distinguish the retail formats and its strategies CO4: Recognize the importance of store location CO5: Understand design for successful retailing. CO6: Understand the e-tailing strategies. 			
Course Pre-requisites: Business Management			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 1:1:0			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Retailing: - Meaning, Nature, Growing Importance of Retailing, Factors Influencing Retail growth, Functions of Retailing. Retailing in India: Organized Retailing Vs Unorganized Retailing, Emergence of online retailing in India, FDI in retailing.	7Hours	CO1
Unit-2	Retail Classification: Classification of Retail UNITS, Types of Retail Formats, Strategic Retail Planning Process. Private label brands.	6Hours	CO2 & CO3
Unit-3	Retail mix: Introduction, Retail Location, Store Design – Store layout, Merchandising, Virtual merchandising. Retail Pricing strategies, Retail promotion strategies, Store Loyalty,	6Hours	CO4 & CO5
Unit-4	E-Tail: B2C Electronic Retailing, Characteristics, Advantages, Limitations, E-Tailing Business growth: reasons and trends, Social Shopping – Concept and Benefits, Social Shopping Aids –	7Hours	CO6

	Recommendations, Reviews, Ratings, and Marketplaces, Real-Time Online Shopping. Product and Service Customization.		
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Reference Books:

1. Nayak, J.K., & Dash, P.C. (2017). Retail Management. Cengage.
2. Levy, M., Weitz, B., & Pandit, A. (2012). Retailing Management. Tata McGraw-Hill. Reprint in 2013.
3. Bajaj, C., Tuli, R., & Srivastava Nidhi, V. (2009). Retail Management, Oxford University Press. New Delhi.
4. Dixit, S. (Ed.). (2016). E-retailing Challenges and Opportunities in the Global Marketplace. IGI Global.

Human Resources			
Course Title : LEADERSHIP AND DEVELOPMENT			
Course Code: M21MKS131			
Course Description: This course is designed to build upon fundamental leadership theory and further explore historical and contemporary leadership theories and styles, models and perspectives within a variety of contexts. Over the course of the semester, individuals will have different opportunities to practice and apply what they have learned.			
Course Objectives: The objective of this course is to: 1. Develop a more comprehensive understanding of personal leadership style through self-assessments; 2) Identify, compare and contrast leadership theories and styles. 3. Successfully assess leadership effectiveness and develop interpersonal relationships. 4) Effectively evaluate organisational development interventions.			
Course Outcomes: After the course the students should have acquired competence to CO1: understand Effectiveness and complexities of leadership. CO2: Identify, compare and contrast leadership theories and styles. CO3: Successfully assess leadership effectiveness and develop interpersonal relationships. CO4: Understand the role of interpersonal relationships in organization CO5: Identifying talent acquisition and setting organization culture CO6: Effectively evaluate organizational development interventions.			
Course Pre-requisites: Management and leadership attributes, abilities, and skills are required			
Pedagogy: Direct Method, ICT, Case based			
LTP: 1:1:0			
Course type: SC			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Unit - I: Introduction to Leadership – Leadership, role and functions of a Leader, Leadership motives Characteristics of an Effective Leader, Leadership as a process - the complexities of leadership -	10 hours	CO1

	Effective leadership behaviors and attitudes – Leadership and power, coercion, Management, Trait approach, Leadership Behaviour and styles – Lewin’s Leadership styles, Ohio state Leadership study, The University of Michigan Study, Blake and Mouton’s Managerial Grid.		
Unit-2	Leadership Theories and styles: Contingency theories of Leadership- Fiedler’s Contingency Model, The path-Goal Theory, The Hersey-Blanchard Situational Leadership Theory, Transformational Leadership, Transactional Leadership Style, Charismatic Leadership. Leadership and Empowerment, Servant leadership, Team leadership, Leadership Ethics.	10 hours	CO2
Unit-3	Effective Leadership: Getting work done- Team Management. Finding your voice as a leader. Leading with impact. Employee Development – Interpersonal Relationships, Organization development. Practices of exemplary leaders	8 hours	CO3 & CO4
Unit-4	Leadership and Organizational Development: Leader as coalition-builder- envisioning the future. Fostering collaborations. Recognizing, acknowledging, and nurturing talent and contributions of employees. Leaders setting organizational culture. Leadership failures	8 hours	CO5 & CO6

Reference Books:

1. Effective Leadership – Lussier/Achus, 5th edition, Thomson South western, 2012
2. Leadership – Enhancing the lessons of experience, Hughes, Ginnet, curphy, 7th edition, Tata McGraw Hill, 2006
3. Raymond A Noe, Amitabh Deo Kodwani, Employee Training and Development, 7th edition, McGraw Hill, 2018
4. Organizational development - Ramnarayan S and Rao T V, 2nd edition, Sage Publication, 2011.

Course Title : Talent Management
Course Code: M21MKS132
Course Description: This course is designed to explain how to Acquire and retain talent. Understand the interplay between various aspects of Talent Acquisition, retention and development of talent. developing and coach your talent so that they can realize their full potential at work.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Understand the theoretical foundations of talent management and career development. 2. Demonstrate an understanding of the practices used by organizations to attract, engage, develop and retain talent across cultural settings. 3. Acquaint with ethical practices pertaining to Talent Management with real-time examples within organizations. 4. Interpret the determinants of Talent Management System.

Course Outcomes:			
After the course the students should have acquired competence to			
CO1: Focus on the attraction, acquisition, and retention of talent in organizations.			
CO2: Conceptualize the process of linking talent management to organizational strategy career planning and other HR practices.			
CO3: Identify high potential talent and developing a pipeline of talent to serve organizational present and future needs.			
CO4: Expose the methods and practices to acquire, engage and develop talent.			
CO5: Understand how to assess the organization's strength and facilitate the succession planning process.			
CO6: Align the talent management process with business strategy, with culture and with people.			
Course Pre-requisites: Management and leadership attributes, abilities, and skills are required			
Pedagogy: Direct Method, ICT, Case based			
LTP: 1:1:0			
Course type: SC			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	<p>Talent Management: Introduction, Practices & Process</p> <p>Talent Management: Meaning and significance of talent management, Process of Talent Management – Strategies for Talent Management - Source of Talent, Attracting Talent, Retaining Talent, Right sizing the workforce, Building the Talent pipeline, Managing Employee Engagement, Consequences of Failure in Managing Talent, Suggestive tools for Managing Talent - Future directions in talent management practice and research.</p>	7 hours	CO1
Unit-2	<p>Talent Attraction, Acquisition & Retention</p> <p>Talent Attraction: Meaning, scope, importance, Aligning HRM goals to business, attracting talent, Employer branding strategies and processes.</p> <p>Talent Acquisition: Meaning, definition, importance, Talent Procurement and Deployment, Talent identification, Benefits of uniqueness of talent in competitive environment.</p> <p>Talent Retention: Meaning, definition, importance of talent retention, Integration and retention. Factors influencing on talent to stay in the same organization, work life balance initiatives, providing HR leadership to business.</p>	7 hours	CO2
Unit-3	<p>Talent Development through Competency Development</p> <p>Competency Management: Meaning, Features of Competency methods, Competency based HR systems, Approaches to Competency Mapping, Steps in Competency Mapping and Procedure, Levels of competency model, Methods of Data</p>	6 hours	CO3 & CO4

	Collection for Mapping – observation, Survey, Expert Panel, Critical Incident Technique, Behavioral Event Interview, Repertory Grid etc., Methods of Data Recording and Analyzing, Validating the Competency		
Unit-4	<p>Career and Succession Planning</p> <p>Fundamentals of Career Planning: Concept, objectives, Career Stages, Steps in Career Planning, Career problems and its impact on talent, Models of Career Planning.</p> <p>Succession Planning: Meaning and Significance, Components of succession Planning, Succession Planning Process and issues, Succession Planning Model, Challenges pertaining to Succession planning.</p>	6 hours	CO5 & CO6

Reference Books:

1. Cascio, W. F. (2015). Managing Human Resources: Productivity, Quality of Work Life, Profits (10th ed.). McGraw-Hill Education
2. . Talent Management Hand Book - Lance A. Berger & Dorothy R. Berger, Tata McGraw Hill

Operations
Course Title: BUSINESS MATHEMATICS
Course Code: M21MKS141
Course Description: This is a foundation level course in mathematical concepts and techniques used for business decision making. The course will help the students to identify the business areas/problems for which business mathematics concepts and tools can be applied.
Course Objectives: This course aims at equipping student with a broad based knowledge of mathematics with emphasis on business applications. It will also help the students develop their technical & analytical skills.
<p>Course Outcomes: On successful completion of this course students shall be able to:</p> <p>CO1: Apply set theory, permutations and combinations for solving business problems</p> <p>CO2: Apply matrix theory for analyzing business problems</p> <p>CO3: Demonstrate the use of commercial mathematics for business decision making.</p> <p>CO4: Infer the results of mathematical progressions for business decision making.</p> <p>CO5: Use probability theory to make decisions during the uncertain situations</p> <p>CO6: Demonstrate oral and written communication skills in the course.</p>
Course Pre-requisites: Foundations of mathematical operations.
Pedagogy: Direct Method, ICT, Problem solving, Case based
LTP: 1:1:0
Course type: SC
Contact Hours: 26

Units	Topics	Contact hours	CO
Unit-1	Set Theory: Notation of sets, Singleton set, Finite Set, Infinite Set, Equal Set, Null Set, Sub Set, Proper subset, Universal set, Union of sets, Intersection of sets, Disjoint sets, Power set, Venn diagram, Complementary set, Uses of set theory in business, De-Morgan's Laws of Set theory, Mathematical reasoning (Basic Applications), Elementary permutations and combinations.	10	CO1
Unit-2	Matrix Theory: Introduction, types of matrices, Addition of matrices, Subtraction of matrices, Multiplication of matrices, Transpose of matrix, Expansion of determinants, Properties of determinant, System of linear equations,.	10	CO2
Unit-3	Commercial Arithmetic and Mathematical Series: Simple interest, Compound interest, Present value or Present worth, Profit and Loss, Arithmetic progression, Geometric progression, Harmonic progression, relationship among AP, GP and HP. Applications of Commercial Maths and Series in Business Management.	10	CO3, CO4
Unit-4	Fundamentals of Probability Theory: Introduction to Probability, A theoretical approach, Approaches to Probability, Addition and Multiplication Theorem of Probability, Problems on Probability theory. Applications of Probability Theory in Business Management and Decision Making.	9	CO5

CO6 is achieved through assignment and seminar

Reference Books:

6. Trivedi, K., Business mathematics, Pearson Education India, 2011
7. Mariappan, P., Statistics for Business, CRC Press, 2019.
8. Khattar, D. and Gupta, A., Business Mathematics: For University of Delhi. Pearson Education India, 2011.
9. Gupta, B.N., Business Mathematics And Statistics, SBPD Publications, 2020
10. Asim Kumar Manna., Business Mathematics and Statistics, Tata McGraw Hill, 2018

Course Title: COMPUTER APPLICATIONS IN BUSINESS
Course Code: M21MKS142
Course Description: The course focuses on integrating computer technology with decision-making and problem solving skills. Areas of instruction include advanced applications in word processing, spreadsheets, presentation and database software that prepare students for industry standard certifications.
Course Objectives: This course aims at equipping student with a broad based knowledge of computers with emphasis on business applications. It will also help the students develop their technical & analytical skills.

Course Outcomes: On successful completion of this course students shall be able to:			
CO1: Bridge the fundamental concepts of computers with the present level of knowledge of the students.			
CO2: Understand binary, hexadecimal and octal number systems and their arithmetic			
CO3: Familiarize operating systems, programming languages, peripheral devices,			
CO4: Analyze the need of Information Technology in management decision			
CO5: Familiarize with communication processes and networking			
CO6: Examine the need of Data information and its applications			
Course Pre-requisites: Computer fundamentals			
Pedagogy: Direct Method, ICT, Problem solving, Case based			
LTP: 1:1:0			
Course type: SC			
Contact Hours: 26			
Units	Topics	Contact hours	CO
Unit-1	Unit-I Introduction to Computer: Concepts – Elements of computer – Characteristics of a Computer – Classification of Computers – Basic Computer Architecture – Data Representation and Classification: Binary, Octal and Hexa-decimal and their conversion, Input-output Devices, Hardware – Software, Fundamentals of operating system- Windows, Unix/Linux. World Wide Web -Internet operations. Emerging communication technologies.	7 hours	CO1
Unit-2	Memory and Software Concepts: Types of Memory, Units of memory, Secondary Storage devices, Types of software – Software: its nature and qualities — Windows Operating System Functions -Windows and its applications- Elements of Desktop, Application Window. Document Window, Special Indicators, File Handling in Windows, Accessories.	6 hours	CO2
Unit-3	Information Technology: Advantage and Disadvantage of IT Outsourcing, Telecommunication Concepts, Data Transmission and OSI layers, Local Area Network, Wide Area Network, TCP/IP Fundamentals, Internet, Intranet, Extranet, The World-Wide Web. Email. Web browsers, Web browsing.	7 hours	CO3, CO4
Unit-4	Computer Networks and Data Base Concepts: Overview of a Network – Communication processors –Communications Media – Types of Network – Network Topologies- Network protocols –Network Architecture, Data Information and Processing, DBMS, RDBMS, Attributes and Tuples, Records, Files, and Directories.	7 hours	CO5

Reference Books:

- 1 . Aksoy, Introduction to Information Technology, Cengage, ND
2. Management Information Systems by D.P. Goyal, MacMillan Publishers.
3. Management Information Systems by Mahadeo Jaiswal, Monika Mittal, Oxford University Press.

4. Parameswaran: Computer Application in Business – S Chand, New Delhi.
5. Sanjay Saxena and Prathpreet Chopra, Computer Applications in Management, Vikas, New Delhi
6. Sudalaimuthu & Anthony Raj, Computer Applications in Business, Himalaya, Mumbai. 8. The Compact guide to Microsoft office, Mansfield Rom, BPB Publications, Delhi.

Health Care Management			
Course Title : HEALTHCARE STRUCTURE IN INDIA			
Course Code: M21MKS151			
Course Description: This course is designed to introduce students to different types of health systems existing in the country and to familiarize students with concepts relating to health delivery such as CHCs,PHCs,NGOs,Civil societies etc. To Impart a general understanding of the logic and process of Healthcare services and delivery			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Acquire an understanding of the health infrastructure and health delivery system in India 2. Enhance knowledge about health delivery system in India 3. Understand the concepts of demographics and its relative indicators 4. Know the importance health services and their management. 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: Interpret the concept and characteristics of health infrastructure in India</p> <p>CO2: Classify the concept of health delivery system in India</p> <p>CO3: Analyze the importance and relevance of health Demographics</p> <p>CO4: Identify the issues in managing health services</p> <p>CO5: Demonstrate knowledge on health structures and systems in India</p> <p>CO6: Understand the contemporary Health services in India</p>			
Course Pre-requisites: Basic Understanding of Concept of Health and Management			
Pedagogy: Direct Method, ICT, Case study			
LTP: 1:1: 0			
Course type: Prerequisite Course			
Contact Hours: 26 Hours			
Units	Detailed Syllabus	Contact hours	CO

Unit-1	<p>Health infrastructure in India- Concept and definition of Health,Public health system: problems related to structural, functional and management of public health care services and Public health preparedness,Role of Private Sector in Health: Regulating Pvt Health Sector,Public-Private Partnerships and Health</p> <p>Regulatory environment in Health Industry: Ministry of Health & Family Welfare Role of State Governments Other Regulators (Medical Council of India, Dental Council of India, Pharmacy Council of India, Indian Nursing Council), laws related to hospital, Role of WHO & International Agencies</p>	7 Hours	CO1 & CO5
Unit-2	<p>Health delivery system in India: Organised sector of Healthcare with reference to Centre, State, District and Block level structures and local bodies and Panchayati Raj. Organisation and functions of community health centres(CHCs) and Primary Health Centres (PHCs). Health Manpower, Alternative systems of medicine, like Ayurveda, Homeopathy, etc. Holistic Approach Non-Governmental Organisations (NGOs) and Private Voluntary Organisations (PVOs),Unorganized Sector.</p>	7 Hours	CO2 & CO6
Unit-3	<p>Health Demographics: Population Indicators Definition, scope and evolution. Problems of Population growth, Birthrates, death rates, fertility rates, age-specific mortality rates, MMR, etc, population explosion and control, Demographic growth pyramids and demographic preparedness of India</p>	6 Hours	CO3
Unit-4	<p>Contemporary Issues in Health Services Management Prime Healthcare services in India-National Health Policy; Reproductive, Maternal, Newborn, Child, and Adolescent Health (RMNCH+A); National Vector Borne Disease Control Programme (NVBDCP),Ayushman bharat,Healthcare delivery-Challenges and issues during a worldwide pandemic</p>	6 Hours	CO4

Reference Books:

1. **Dr.Sanjay Mohapatra, Dr Rani Susmitha(2018)** ‘Service Quality in Indian Hospitals: Perspectives from an Emerging Market (Advances in Theory and Practice of Emerging Markets)
2. Graig Laurene A. (1999) Health of Nations: An International Perspective on US Healthcare Reform. 3rd Edition Congressional Quarterly Inc.
3. Peters et.al (2002) Better Health System for India’s poor: Findings Analysis and Options: The World bank New Delhi
4. Reddy K.S. et.al (2011)” Towards achievement of universal health care in India by 2020

Course Title : HEALTHCARE MARKETING			
Course Code: M21MKS152			
Course Description: This course is designed to prepare students who are pursuing careers in the Healthcare industries to understand the key concepts of healthcare marketing and how they can be used to create competitive advantage for businesses.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1.Acquire an understanding of the concept and meaning of services management and the healthcare as a service. 2.Enhance skills and knowledge in dealing effectively with a healthcare customer in a healthcare setting 3.Understand the consumer strategies of healthcare markets and their role in brand building 4.Know the importance of effective planning of health services. 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: Interpret the concept and characteristics of Healthcare Marketing</p> <p>CO2: Illustrate the concept of Customer satisfaction</p> <p>CO3: Analyze the strategies of healthcare markets</p> <p>CO4: Identify the factors which determine the planning of health services</p> <p>CO5: Demonstrate knowledge on Health services domain</p> <p>CO6: Understand the concepts of brand</p>			
Course Pre-requisites: Basic Understanding of services and Marketing Management			
Pedagogy: Direct Method, ICT, Case study			
LTP: 1:1:0			
Course type: SC			
Contact Hours: 26 Hours			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to services: Concepts, Contribution & reasons for the growth of services sector, Difference in goods and service in marketing, Characteristics of Services, Service industries overview in India-Healthcare industry, Hospitality industry, Tourism industry 7 P's of Healthcare marketing, - Product, Pricing, Place, Promotion, People, Physical Evidence and Process, Case study to analyze 7P's, Segmentation, Positioning and targeting of Healthcare markets, Identification of market segments, Selecting target market, developing and communicating a positioning strategy.	7 Hours	CO1
Unit-2	Health care Customer: Customer satisfaction- Expectations of the customer and perceptions of services in view of Healthcare, concept of Patient satisfaction, service quality, customer expectations in service process and managing service encounters. Concept of patient care, Patient-centric management, focus on managing customer relationships. Planning and managing requisite service delivery in a healthcare setting.	7 Hours	CO2
Unit-3	Overview of Strategies for Healthcare Marketing- Strategies to deal with intangibility, inventory, inconsistency and inseparability of Healthcare Services.	6 Hours	CO3 & CO6

	Healthcare Brand: Definition, concepts and evolution of brand in healthcare, components of a brand in healthcare services; Building Customer Loyalty – Loyalty programs, creating value through Relationship Management		
Unit-4	Heath services- Planning and creating services, Decentralization of health facilities., community ownership, Public-private mix, identifying and classifying supplementary services, new service development, methods of service pricing and strategies to market the services for revenue generation and management.	6 Hours	CO4 & CO5

Reference Books:

- 1.Christopher Lovelock (2010), Services marketing, 6th Edition, Pearson Education.
- 2.Ravi Shanker (2008), Services Marketing – the Indian Perspective, 1st Edition, Excel Books.
- 3.K. Douglas Hoffman (2010), John E.G. Bateson, Services Marketing, 4th Ed., Thompson – South western.
- 4.Zeithmal (2010), Services Marketing, Special Indian Edition, Tata Mc. Graw Hill.

Strategic Leadership
Course Title : STRATEGIC LEADERSHIP AND CHANGE MANAGEMENT
Course Code: M21MKS161
Course Description: Strategic Leadership and Change Management mainly addresses the occurring changes in any organizations and how managers can effectively lead the employees towards the change. This course focusses on teaching the students the basics of strategic management, leadership and change management. As the course progresses, students will learn the kinds of changes that can be expected in business organizations, the resistance to these changes and how they can be handled effectively. Students will also learn to implement the desired changes into the organizations, successfully.
Course Objectives: The objectives of this course are to: <ol style="list-style-type: none"> 1. Enable students to visualize strategies for organizational restructuring. 2. Learn leadership qualities and inculcate in them effectiveness to bring change in their work environments 3. Learn how to bring effective changes to the organizations 4. Manage resistance to change, and bring forth the desired changes strategically.

Course Outcomes: After the course the students should have acquired competence to CO1: Visualize and strategize plans and policies for their organizations to take it to better heights CO2: Identify, compare, and inculcate leadership qualities in them CO3: Bring forth and manage changes in their organizations CO4: Implement the change and maintain the desired outcome of change CO5: Identify employee skills and ways to enhance the same CO6: Restructure policies to lead positive changes for the organizations			
Course Pre-requisites: Management and leadership attributes, abilities, and skills are required			
Pedagogy: Direct Method, ICT, Case based			
LTP: 1:1:0			
Course type: SC			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction: Strategic Management—meaning, scope of strategic management, need for strategic management, Strategic Management Process, Vision and mission. Environmental Analysis—its benefit, scope	6	1
Unit-2	Leadership: Meaning of leadership; types of leadership style; leadership at work; building teams, qualities and attributes of an effective leader; roles of a manager; leadership of change- leading a change;	6	2
Unit-3	Change Management: Changes in Organization- types and scope of change; Individual and Attitudinal Changes; Managing resistance to change, implementing change	7	3
Unit-4	Implementing Change: Organizational Restructuring- meaning, types, reasons, methods. Bringing HR changes and managing it. Employee empowerment and motivation. Employee productivity. Stress management and its effects on the organization.	7	4, 5 &6

Reference Books:

1. Leadership and Management, Dr. A Chandra Mohan, Himalaya Publishing House.
2. Change Management, CSV Murthy, Himalaya Publishing House.

Course Title: DECISION MAKING AND COMPETITIVE STRATEGY			
Course Code: M21MKS162			
Course Description: This course is designed to familiarize students with the basic nature, concepts, theories of Decision Making and Competitive Strategy which are relevant to businesses			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Understand the nature and concepts of reasoning 2. Estimate the scope of decision making 3. Explain various aspects of decision-making process 4. Understand the nature and scope of Competitive strategy 5. Understand the significance of decision making 6. Appraise the role of competitive strategy 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Appraise the scope of reasoning in decision making process CO2: Analyze the significance decision making process CO3: Understand the components of decision-making process CO4: Learn about the functions of competitive strategy CO5: Emphasize upon the basic nature of competitive strategy CO6: Understand the usage of decision-making skills and competitive strategy techniques			
Course Pre-requisites:			
Pedagogy: Direct Method, ICT, Case based, Journal Articles Review			
LTP: 1:1:0			
Course type: SC			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Reasoning and Decision Making (DM): Meaning & Definition of reasoning and DM, deductive reasoning: conditional reasoning, difficulties with negative information, difficulties with abstract reasoning problems, nature of decision making.	7 Hours	CO1
Unit-2	Appraising the features of DM: Meaning and characteristics of heuristics, types of major heuristics: the representativeness heuristic, the availability heuristic, the anchoring and adjustment heuristic, current perspectives on DM.	7 Hours	CO2 & CO3
Unit-3	Basic understanding of Competitive Strategy: Meaning, Nature, characteristics of competitive strategy, five basic competitive forces: Industry competitors, potential entrants, buyers, substitutes, suppliers, three generic strategic approaches: overall cost leadership, differentiation, focus.	7 Hours	CO4 & CO5

Unit-4	Evaluating the significance of DM skills and Competitive Strategy: Nature of problems: technical; human; financial; understanding the problem, role of DM in problem solving, the role of strategic decisions in businesses.	5 Hours	CO6
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Reference Books:

1. Matlin, Margaret W. (2009). Cognition (7th ed.). Wiley
2. Porter, E Michael. (2004). The Competitive Strategy: Techniques for Analyzing Industries and Competitors. The Free Press

Entrepreneurship
Course Title: BUSINESS MODEL GENERATION
Course Code: M21MKS171
Course Description: This course gives an historic overview of the development of the concept of business models and business model management. It describes the fundamental structure of the business model with a detailed presentation of their components. It also illustrates the design and implementation of business models based on different types of business model management. Relevant aspects of the operation, change and performance management of business models are addressed.
Course Objectives: The course is aimed at fulfilling the following objectives: <ol style="list-style-type: none"> 1. To learn about the development of the concept of business models. 2. To study the different approaches, concepts and goals of business model management. 3. To comprehend the innovation process of business models. 4. To analyse the fundamental structure of a business model. 5. To design and implement business models based on different types of business model management.
Course Outcomes: On successful completion of this course students shall: <p>CO1: Gain knowledge about the concept of business development model.</p> <p>CO2: Understand the significance of business development model and its management.</p> <p>CO3: Analyse the cross-sectoral overview of the structure of business models.</p> <p>CO4: Learn the relevant components of a business model and their inter-relations.</p> <p>CO5: Explain the design process and implementation of business model.</p> <p>CO6: Explore the sustainability strategies for business models.</p>
Course Pre-requisites: Business/Entrepreneurship/Startups
Pedagogy: Direct Method, ICT, Problem solving, Case based
LTP: 1:1:0
Course type: SC
Contact Hours: 26

Units	Topics	Contact hours	CO
Unit-1	<p>The Business Model Concept</p> <p>Development of the Business Model Concept, Classification of the Business Model Concept, Significance of Success of Business Model Management</p>	06	1,2
Unit-2	<p>Structure of Business Models</p> <p>Partial Models of Business Models - Integrated Business Model, Strategic component – Strategy Model, Resources Model, Network Model; Customer and Market components – Customer Model, Market Offer Model, Revenue Model; Value Added Component – Value Creation Model, Procurement Model, Finance Model; Relations and Interactions of Partial Models.</p>	06	3,4
Unit-3	<p>Business Model Management</p> <p>Types of Business Model Management – Types of Management – Entrepreneurial Mode; Adaptive Mode; Planning Mode; Combinations and Modifications of Types of Management.</p> <p>Design of Business Models – The Design Process – Idea generation, Feasibility Analysis, Prototyping, Decision-making.</p>	06	5
Unit-4	<p>Implementation and Adaptation of Business Models</p> <p>Specifics of Business Model Implementation – Partial Model-Related Implementation – Implementation of the Strategy Component, Implementation of the Customer and Market Component, Implementation of the Value-added component; Effect of the type of management on Implementation.</p> <p>Adaptation and Management of Business Models – Change management process, Change management models, Sustainability strategies for Business models.</p>	08	5,6

Reference Books:

1. Business Model management – Design – Process – Instruments, Bernd W. Wirtz, Springer, 2021.
2. Business Model Generation - A Handbook for Visionaries, Game Changers, and Challengers, Alexander Osterwalder & Yves Pigneur, Wiley Publications, 2010.

Course Title: BUSINESS PLAN PREPARATION FOR NEW VENTURE			
Course Code: M21MKS172			
Course Description: Business Plan Preparation for New Venture course provides students with a wide range of business/management skills, but especially know-how to launch a new venture company. In this course students will learn how to prepare a comprehensive strategy for launching a new business. The vehicle for achieving this is the preparation of a business plan based on an opportunity that students have selected.			
Course Objectives: The objectives of this course is:			
<ol style="list-style-type: none"> 1. To introduce students to identify the opportunities and areas for new venture 2. To help students learn the skills required to run a newly started venture 3. To teach students the existing strategies and device new ones to begin and sustain ventures 4. To create viable business plans for new ventures 			
Course Outcomes: On successful completion of this course students shall be able to:			
CO1: Learn what is a business plan, its elements, and how do they fit together.			
CO2: Know why and when you need to write a business plan.			
CO3: Experience the difficult, but essential, process that all entrepreneurs go through when they plan their new venture.			
CO4: Develop a feasibility analysis into a business plan.			
CO5: Analyse various business entry strategies and examine the effects on their business concepts.			
CO6: Develop their oral and written skills by presenting their business plan to a group of community experts for possible license and funding opportunities.			
Pedagogy: ICT, Flip classroom, Case based			
LTP:1:1:0			
Course type: Soft core			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction: Entrepreneurial business opportunities, Market Analysis, Organizational Self- Analysis, Competency and Competitor Analysis, The Marketing and Sales Plan, Top Trends Impacting Entrepreneurship	6 Hours	CO1
Unit-2	Techniques to Identify New Business Ideas, Venture Team selection, Team Relationship, Team Brainstorming – New Business Ideas/Concepts, Management Team and Organizational Structure, Building business models	6 Hours	CO2 & CO3
Unit-3	Business Plan Introduction, Contents of Business Plan, New Trends in making business plans, Exceptional Business Models-examples/cases, observations, Building business models and refining parameters, Financial projections	8 Hours	CO4
Unit-4	Negotiation- Importance and Scope, Negotiation and Persuasion Skills, Communication Etiquettes, Approaching and presenting before investors, Collaboration, Identifying the importance of	6 Hours	CO5 & CO6

	collaboration, Identifying the right talent/organizations to collaborate with		
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Reference Books:

1. Dorf, R.C., (2007). Technology Ventures: From Idea to Enterprise with Student 2nd Edition.

McGraw-Hill Higher Education.

2. Hisrich, Peters, & Shepherd, 2017. Entrepreneurship, 10th Edition, Boston, MA: Irwin McGrawHill.

Banking & Insurance			
Course Title : PRINCIPLES AND PRACTICES OF BANKING			
Course Code: M21MKS181			
Course Description: The course is intended to introduce evolution of Indian banking and its functions, it touches on almost every aspect, from the Indian financial system to contemporary issues and developments in the industry			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To understand the basic concepts of Banking, structure and its framework in India 2. To understand Banker and customer relationship. 3. To study the Lending policies and Schemes Banks. 4. To examine the functioning of Investment Banking and financial institutions. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Understand Banking, structure and its framework in India. CO2: Assess the Provisions of Banking Regulation Act & Reserve Bank of India Act CO3: Assess Banking and customer relationship. CO4: Focus on lending policies under changing socio-economic and legal environment. CO5: Understand the Lending policies and Schemes Banks. CO6: Assess the functioning of Investment Banking and financial institutions.			
Course Pre-requisites: Basic knowledge of Banking			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 1:1:0			
Course type: Soft core			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Banking system and structure in India - Evolution of Indian Banks-Types of banks –Public Sector, Regional Banks, Performance of Public Sector banks, Private Sector Banks. Commercial banking: Structure, Functions - Primary & secondary function, Role of commercial banks in socio economic development, Services rendered. Credit creation and Deployment of Funds.-Role of Reserve Bank and GOI as regulator of banking system – Provisions of Banking Regulation Act & Reserve Bank of India Act	7Hours	CO1 & CO2
Unit-2	Banker and customer – Types of relationship between banker and customer – Bankers obligations to customers – Right of lean, setoff, appropriation–Bankers legal duty of disclosure and related matters Customers` accounts with banks – Opening- operation – KYC norms	6Hours	CO3

	and operation – Types of accounts and customers – Nomination – Settlement of death claims		
Unit-3	Lending policies and Schemes: Establishing banks’ lending policies under changing socio-economic and legal environment – types and Forms of bank advances – Principles of credit management- Credit process – types of documents used for lending – Modes of creating charge – credit delivery and legal aspects of lending. Lending Schemes: Socio – Economic and poverty alleviation programmes/Self-employment schemes: DRI, IRDP,SEEUY,SEPUP, Micro Financing - Housing Finance-Agriculture finance - Loan syndication - Federal Financing..	6Hours	CO4 & CO5
Unit-4	Investment Banking and financial institutions: Investment banking: difference between investment bank and traditional banks, structure of an investment bank- Functions investment banks - types of groups within the investment banking division- Public Policy and MFIs: Banking regulation - multilateral institutions - Financial Institutions Banking institutions non-banking financial companies - mutual funds - insurance organizations - development finance institutions.	7Hours	CO6

Reference Books:

1. Principles & Practices of Banking, Indian Institute of Banking & Finance , Macmillan Publishers Ltd.,2021
2. Management of Banking and Financial Services Paul , Suresh,, second edition (Pearson)
3. Bank Management, Vasant Desai, Himalaya Publishing House.

Course Title : PRINCIPLES AND PRACTICES OF INSURANCE
Course Code: M21MKS182
Course Description: This course intends to provide a basic understanding of the insurance mechanism of Insurance starting from designing of product to settlement of claim. The relationship between insurers and their customers and the importance of insurance contracts are discussed. This Includes both theoretical and practical inputs on all functions/ operations carried but by Life insurance companies.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To study the basic concepts of Insurance and its Practices. 2. To understand the insurance mechanism. 3. To familiarizing the students with the Principles and practices of Insurance starting from designing of product to settlement of claim. 4. To analyze the Legal background and procedure of insurance contract.
Course Pre-requisites: Basic knowledge of Insurance
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: To Understand the Basic Concepts of Insurance and Functioning of Insurance Agents</p> <p>CO2: To understand the insurance mechanism.</p> <p>CO3: Analyze the Insurance Underwriting process and Occupational Hazards</p> <p>CO4: Understand the Insurance Claim Settlement Process & Reinsurance</p> <p>CO5: To analyze the Legal background and procedure of claim.</p> <p>CO6: To examine the Legal framework of life and general insurance.</p>
Pedagogy: ICT, Flip classroom, Case based

LTP: 1:1:0			
Course type: Soft core			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Insurance - Definition, characteristics and need of insurance. Economic and commercial significance of insurance. Insurance as a social security tool. Types of insurance in brief. Theories of Insurance. Over insurance, Underinsurance, Re-insurance. Insurance contract and wagering contract.	7Hours	CO1
Unit-2	Insurable Interest- Human Life value Concept-Elements of Insurance Risk – Principles of indemnity – Principles of Utmost good faith- Principle of Subrogation- Insurable interest – Proximate Clause-Players in Life and Non-Life Insurance sector – Insurance documents –Procedure for issue – Alterations- Duplicate policy – Nomination-Assignment – Lapse and revivals- Assignment – Foreclosure	6Hours	CO2
Unit-3	Life Insurance and General Insurance Products including unit linked plans – Re-Insurance – Nature of Re-Insurance risk –Types of Re - Insurance – Reinsurance Agreements -Legal framework of life and general insurance – Underwriting (Process and Principles) – underwriting in Life insurance – Underwriting in Nonlife insurance Banc assurance- concepts – critical issues – functional aspects – Indian Scenario – Future Prospects –Insurance Accounting – Financial Analysis and valuations- Solvency and performance measures.	6Hours	CO3 & CO6
Unit-4	Utmost Good Faith Legal background of insurance contract , types of Contracts, essentials of a contract, insurance contract vis-a-vis general contracts, reciprocal duty, material facts, duration of duty, breach of duty of Utmost Good Faith, misrepresentation, non-disclosure, void & voidable Contract, Indisputability of policy	7Hours	CO5

Reference Books:

1. Insurance: Principles And Practice, M.N. Mishra & S B Mishra, S. Chand Publishing.
2. Principles and Practices of Insurance, Dr. Periyasamy, Saujanya Books.
3. Principles & Practice of Insurance, Dr.A.Murthy, House of Margham publication.

Flexible Courses

Course Title : CORPORATE COMMUNICATION			
Course Code: M21MKS191			
<p>Course Description: The course is designed to give students a comprehensive view of communication, its scope and importance in corporate or business and the role of communication in establishing a favourable outside the firm environment. The purpose of communication towards organizational best practices and reduce errors. The course is designed to help build valuable professional communication skills for the workplace.</p>			
<p>Course Objectives: The objective of this course is to:</p> <ol style="list-style-type: none"> 1. Gain a profound knowledge of Communication process in corporate realm 2. Understand the significance of Corporate Communication Strategies 3. Attain familiarity of the essence of International Communication 4. Develop a professional presentation using appropriate technology 			
<p>Course Outcomes: On successful completion of this course students shall be able to:</p> <p>CO1: Gain deeper knowledge on corporate communication process</p> <p>CO2: Foster a clear understanding of Corporate Communication Strategies</p> <p>CO3: Understand various communication theories that have developed the communication</p> <p>CO4: Develop a profound interest in International Communications</p> <p>CO5: Increase Business Report presentation and execution dexterity</p> <p>CO6: Acquire skills to work and communicate well in a corporate work set up</p>			
<p>Course Pre-requisites: Student must have basic understanding of organization and Organization structures.</p>			
Pedagogy: Direct Method, ICT, Case study, Flipped class			
LTP: 1-1-0			
Course type: SC			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	<p>Unit-1: Introduction to Corporate Communication</p> <p>Communication Meaning, Communication Process, Forms of Business communication, Communication network, Principles of Corporate Communication, Corporate communication styles, corporate communication skills. Functions of Corporate Communications Department, Structure of Corporate communication; Customer communication and Marketing, Media and public relations, Internal communication, Crisis communication, Investor Relationship.</p>	07 Hours	CO1

Unit-2	Unit-2: Corporate Communication Strategies Meaning, Corporate communication strategy framework, Benefits of Corporate communication strategies. Best Practices for an effective corporate communication Strategy Effective use of Corporate Communication in Corporate Branding, Corporate and organizational Identity, Corporate Responsibility, Corporate Reputation.	06 Hours	CO2
Unit-3	Unit-3: International Communication: Meaning, Essence of International Communication, Characteristics and Importance of International Communication, Elements of International Communication, types, Theories of International Communications- Marxist paradigms of International communication, Theories of Representation, reception theories and theories of Identity. International Communication in Internet age. Issues in International Communication.	06 Hours	CO3& 4
Unit-4	Unit-4: Communication Presentation and Reporting: Effective communication in small and large groups: Business letters, Memos, circulars, Debates, discussions, meetings, seminar, presentation, negotiation and persuasion skills. Tools for Corporate communication, Email-Communication- Writing E-mail: Principles of E-mail; E-mail Etiquette; Overcoming Problems in E-mail Communication Business Reports, Types of Business Reports, Presentation Plan, Oral Presentations, PowerPoint Presentations, Video conferencing tools.	07 Hours	CO5&6

Reference Books:

1. Corporate Communication: A Guide to Theory and Practice, Joep P. Cornelissen, SAGE, 20-Mar-2014
2. Communication in Management, Paul A. Argenti, McGraw Hill Education, ISBN-1265481822, 9781265481827
3. The Power of Corporate Communication: Crafting the Voice and Image of Your Business, Paul A Argenti, Janis Forman, McGraw Hill Professional, 28-Jun-2002

Course Title: DESIGN THINKING			
Course Code: M21MKS192			
Course Description: This course is designed to familiarize students with the basic concepts, theories and models of Design Thinking which are relevant to businesses and daily lives			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Understand the concept of design thinking, characteristics, and its components 2. Explain creative and customer-centric innovative solutions for new products, services and processes 3. Understand the concepts of organizational problem solving 4. Discuss about the role and effectiveness of design thinking in various fields of businesses and lives. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Examine the nature, components and scope of design thinking CO2: Analyze the significance of human-centered techniques in customer-centric problem solving CO3: Explore the traits of management models applicable in the Industry CO4: Evaluate the role of creative thinking and customer-centric innovations in problem solving CO5: Appreciate application of design thinking in organizational leadership CO6: Appreciate application of design thinking in organizational leadership			
Course Pre-requisites:			
Pedagogy: Direct Method, ICT, Case based, Journal Articles Review			
LTP:1:1:0			
Course type: SC			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to the study of Design Thinking (DT): Meaning & Definition of DT, Roots of design thinking, phases or stages of design thinking, Empathy, The Humanistic Approach: Abraham Maslow's Need Hierarchy Theory; Carl Roger's Self-Actualization Theory, concepts of Diversity and Inclusion, Design Thinking Research Process -Qualitative & Quantitative Research Methods	10 Hours	CO1
Unit-2	Problem Solving in Design Thinking: Meaning and Definition of Problem Solving, nature of problems: technical, human, financial, understanding the problem, methods of representing the problem, situated cognition, problem-solving strategies, influence of diversity in problem solving-strategies, influencers of problem-solving process, insight versus non-insight problems, Dweck's mindset theory, the encumbered versus the fresh mind	10 Hours	CO2
Unit-3	Creativity and Innovation in Design Thinking: Meaning and definition of creativity, approaches to creativity, ideation techniques, creativity fostering tools, immersive learning exercises, visualization and storytelling, meaning and definition of innovation, psychological principles behind innovation, innovation project-life cycle, innovation management models, the role of innovation in the digital era and disruptive innovation	10 Hours	CO3 & CO4
Unit-4	Design Thinking in Organizational Leadership: Meaning and definition of Leadership and Organizational Leadership, leading innovation in organizations: Collaborative ideation and innovation; transforming business; leadership and commitment	09 Hours	CO5 & CO6

Reference Books:

- 1.Design Thinking Killian Langenfeld , 2019
2. Design Thinking And Solving Vision: A book on finding and solving problems, ,Vigneshwaran Ganapathi , 2021
3. The Design of Business: Why Design Thinking is the Next Competitive Advantage , Roger Martin,2009

Course Title : Public Policy			
Course Code: M21MKS193			
Course Description: The course is designed to give students an understanding about the nature and process of Public Policy and its interface with society. Enable the students to develop qualities of responsible and active citizenry in a democracy.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Public Policy, theoretically and will gain knowledge to explain and analyze Policy at large context. 2. To Understand the dynamics of public policy process. 3. To inculcate critical outlook towards policy making process. 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: Gain deeper knowledge on corporate communication process</p> <p>CO2: Foster a clear understanding of Corporate Communication Strategies</p> <p>CO3: Understand various communication theories that have developed the communication</p> <p>CO4: Develop a profound interest in International Communications</p> <p>CO5: Increase Business Report presentation and execution dexterity</p> <p>CO6: Acquire skills to work and communicate well in a corporate work set up</p>			
Course Pre-requisites: Student must have basic understanding of policy formulation.			
Pedagogy: Direct Method, ICT, Case study, Flipped class			
LTP: 1-1-0			
Course type: SC			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	INTRODUCTION: Public policy- Meaning, nature and scope Evolution of Public Policy as a discipline, Types of Public Policy Relationship between Public Policy and Public Administration Conceptual framework of Public Policy, Basis of Policy making, Significance and reasons for the study of Public Policy	07 Hours	CO1
Unit-2	The context of Public Policy- Political, Economic, Governing, Social and cultural contexts Development of the Policy approach, public policy as Policy Science	06 Hours	CO2
Unit-3	POLICY ANALYSIS- Meaning and Nature of Policy Analysis Elements of Policy Analysis, Rationalist Model for Policy Analysis, Constraints to rationality, Criticism of Rational Policy Analysis	06 Hours	CO3& 4
Unit-4	Public Policy Cycle Framework. Local Governance- Philosophy and Significance, Innovations, Strengths and weaknesses of Local Governments, Role of different actors in Policy Formulation-	07 Hours	CO5&6

	legislature, Executive, judiciary, Bureaucrats, Challenges in Policy Formulation		
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Reference Books:

1. Prabhiv Kumar De (2012)- Public Policy and Systems
2. R.K. Sapru (2010)- Public Policy- Formulation, Implementation and Evaluation.
3. Michael Moran et.al (2006)- The Oxford Handbook of Public Policy

Second Semester

Course Title : LEGAL ASPECTS OF BUSINESS			
Course Code: M21MK0201			
Course Description: Business Law is to familiarise students with the various aspects of commercial law. It is based on concepts of commercial laws associated with an organization, firm, or industry. This course examines the formulation, interpretation, and application of the law to business. This course covers major areas of legal regulation to which businesses are subject, including companies act, contract law, partnership and corporate law, Sale of Goods Act -1930, Negotiable Instruments act 1881 and Goods and Services Tax			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To assist the students in understanding basic laws affecting operations of a business enterprise. 2. To help the students in understanding of the free enterprise system and the legal safeguards of the same. 3. To develop in the student acceptable attitudes in a logical way, so that even a student with no legal background is able to understand it. 4. Analyze and evaluate the nature and meaning of contracts, the regulation of the form of contracts, and evaluate the impact of legislation upon contract law. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: To Possess detailed knowledge of business laws and company laws. CO2: To assess and apply the fundamental legal rules regarding contractual agreements pertaining to the business world to manage businesses effectively. CO3: To interpret and apply the law relating to the sale of goods as a legal advisor in an organization. CO4: To understand the importance of Partnership Law and Negotiable Instrument CO5: To analytical thinking and logical reasoning as a technique for decision-making on the basis of business legislations. CO6: To Analyse the scope of these laws so that they are able to operate their businesses within their legal confines.			
Pedagogy: ICT, Flip classroom, Case-based			
LTP: 3:1:0			
Course type: Hard core			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Law of Contract: Nature of Contract and Essential elements of a valid contract, Offer and Acceptance, Consideration, Capacity to contract and Free Consent, Legality of Object. Unlawful and illegal agreements, Contingent Contracts, Performance and discharge of Contracts, Remedies for breach of contract. Contracts-II: Indemnity and guarantee, Contract of Agency, Sale of goods Act -1930: General Principles, Conditions & Warranties, Performance of Contract of Sale.	13 Hours	CO1 & CO2
Unit-2	Partnership Law and Negotiable Instrument Law of Partnership: Introduction – Formation – Kinds of Partners – Authorities - Rights and Liability of Partners – Dissolution of Firm - Negotiable Instruments Act: kinds of Negotiable Instruments –	13 Hours	CO3 & CO4

	Parties to Negotiable Instrument – Negotiation - Presentment for Payment – Dishonour - Discharge of Negotiable Instrument - Limited Liability Partnership Act 2008.		
Unit-3	Companies Act: Introduction - Kinds of Companies - Formation of Companies – Memorandum of Association – Articles of Association – Prospectus – Misstatement in Prospects – Highlights of New Companies Act 2013 – Provision for Investor Protection – Corporate Governance and CSR – One Person Company – Audit and Auditor’s E-voting. Directors: Their Appointment - Powers - Duties. Meetings and Resolution: Annual Accounts - Appointment of Auditors - Auditors’ Rights and Liabilities – Winding-up – Modes of Winding up.	13 Hours	CO5
Unit-4	FEMA Act 1999 – IT Act 2000 - Essential Commodities Act 1995 – Securities Contract Act 1956 – Consumer Protection Act, 1986 – Competition Law. Intellectual Property Laws of India, GST.	13 Hours	CO6

Reference Books:

1. Legal Aspects of Business, Ravinder Kumar, 4/e, Cengage Learning, 2016.
2. A textbook of Company Law, as per the companies act, 2013, P.P.S.Gogna, , 11/e S.Chand Publishing, 2016.
3. Legal Aspects of Business, RSN Pillai, Bagavathi, S.Chand, 2016.
4. Legal Aspects of Business, Akhileshwar Pathak , 5e, Tata McGraw Hill, 2013

Course Title : BUSINESS RESEARCH METHODS
Course Code: M21MK0202
Course Description: This course introduces students to the business research methods in business and slightly focuses on statistical aspects. The subject is to investigate the techniques of the research process as applied to business. Experience is gained in defining research problems, designing a research project, hypothesizing, collecting, analyzing recording, and interpreting data. It also provides them with experience in designing questionnaires and report writing.
<p>Course Objectives:</p> <ul style="list-style-type: none"> • To familiarize students with the basic of research and the research process. • To formulate a research problem and develop a sufficiently coherent research design. • To get a basic awareness of data analysis, including descriptive & inferential measures. • To help students in conducting research work and making research reports.
<p>Course Outcomes: On successful completion of this course students shall be able to:</p> <p>CO1: Develop an understanding on various kinds of research, objectives of doing research in business, the research process and its significance.</p> <p>CO2: Have basic knowledge of problem identification, different research designs including quantitative research and qualitative research designs and data collection methods.</p> <p>CO3: Have adequate knowledge of sampling design, measurement & scaling techniques and questionnaire design.</p>

CO4: Have basic awareness of hypothesis testing, ethics and business research reporting. CO5: Demonstrate good communication skills in writing the research findings. CO6: Discuss the recent developments in business research as well as the application of the same to gain a competitive advantage in business.			
Pedagogy: ICT, Flip classroom, Case-based			
LTP: 3:1:0			
Course type: Hard core			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction: Research in Business, The nature of business research, Managerial value of business research, Why & When is business research needed, What is good research. Language of research – concepts, constructs, definitions, variables, propositions & hypotheses, models, theory. Business Research Process. Types of business research – Research Design	13 Hours	CO1 & CO6
Unit-2	Problem definition, qualitative versus quantitative research, qualitative research – process, methodologies – interviews, sampling, depth interview, conversations, observation, focus group interview, projective research techniques, orientations - phenomenology, ethnography, grounded theory. Methods for collecting data – Survey, Observation, Experiments (in detail)	13 Hours	CO2
Unit-3	Sampling Design and procedure, Determination of sample size, Measurement and Scaling: Measurement scales, criteria of measurement – validity, content validity, criterion related validity, construct validity, reliability, practicality, reliability versus validity, sensitivity. Attitude measurement – attitude rating scales (in detail). Questionnaire design	13 Hours	CO3
Unit-4	Hypothesis Testing: Meaning, types, errors in hypothesis testing, Hypothesis testing Procedure. Application of Statistics in hypothesis testing. Editing and coding of data. Ethics in business research. Communicating research results. Research Reports.	13 Hours	CO4 & CO5

Reference Books:

1. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2013). Business research methods. Cengage Learning.
2. Cooper, D. R., Schindler, P. S., & Sun, J. (2006). Business research methods . New York: Mcgraw-hill.

Course Title : CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY
Course Code: M21MK0203
Course Description: This course is designed to inform and stimulate thinking on issues of social responsibility encountered in business. The course intended to prepare students to recognize and manage social

responsibility issues as they arise, and to help them formulate their own standards of integrity and professionalism. It aims to create awareness of the ethical dimension of business conduct, to contribute insights into the professional standards and responsibilities of students in their future careers.

Course Objectives: The objective of this course is to:

1. To assist the students in understanding basic public responsibilities of corporations within the global community .
2. To understand the legal framework of CSR initiatives.
3. To explore how corporations are attempting to engage in issues beyond the conventional role of wealth creating entities.
4. Analyse and evaluate the relationship between CSR and Sustainability.

Course Outcomes: On successful completion of this course students shall be able to:

CO1: Understanding basic public responsibilities of corporations within the global community.

CO2: To understand the legal framework of CSR initiatives.

CO3: To explore the CSR initiatives are successful in value creation for the corporation.

CO4: To examine the impacts CSR activities on Society.

CO5: To Create the professional standards and responsibilities of students in their future careers.

CO6: To Evaluate the relationship between CSR and Sustainability

Pedagogy: ICT, Flip classroom, Case based

LTP: 3:1:0

Course type: Hard core

Contact Hours: 52

Units	Detailed Syllabus	Contact hours	CO
Unit-1	Meaning & Definition of CSR, History & Chronological evolution of CSR in India. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. CSR through triple bottom line and Sustainable Business; environmental aspect of CSR; Relation between CSR and corporate governance; models of CSR, drivers of CSR; major codes on CSR; Initiatives in India.	12 Hours	CO1
Unit-2	CSR-Legislation In India & the world. Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. Corporate Social Responsibility and Companies ACT, 2013. Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, International framework for CSR.	14 Hours	CO2
Unit-3	Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Nonprofit & Local Self Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self-Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations. Corporate –Community Collaboration (CCC) and Social Development, Challenges and barriers to Corporate-Community Collaboration.	14 Hours	CO3 & CO4

Unit-4	CSR and Sustainability Sustainability Terminologies and Meanings ,factors leading towards Corporate Social Responsibility and Corporate Sustainability, Difference between Sustainability and CSR, CSR towards new business opportunity, CSR in positive Brand Image, CRS in managing Business Risk, CSR towards happy and productive workforce, Building a successful Sustainable CSR Program.	12 Hours	CO5 & CO6
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Reference Books:

1. Corporate Social Responsibility: An Ethical Approach – Mark S. Schwartz
2. Corporate Social Responsibility in India – Sanjay K Agarwal 2016

Course Title: Business Analytics-II
Course Code: M21MKS204
Course Description: This course provides an understanding of the business value of data, big data, meta data, the importance of effective management of big data, and the development of technical competencies using leading-edge platforms for managing and manipulating structured and unstructured big data and introduces methods of building models for decision-makers, with a primary focus on modelling using optimization techniques. Students will explore the application of models through examples in business, finance, market research, and healthcare management. It is also designed to develop a student’s ability to model and analyze real systems using event simulation.
Course Objectives: the course is aimed at fulfilling the following objectives: Course Objectives: <ol style="list-style-type: none"> 1. Understanding the Role of Business Analyst and Data Science in business. 2. Understanding the basic concept of data management and data mining techniques 3. To understand the application of business analysis. 4. To formulate LPP and Obtain Graphical Solutions & Acquire General idea of the Simplex method 5. To understand and solve transportation & assignment models and Game Theory 6. To understand how simulation models are developed and to solve the same
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: Understand and critically apply the concepts and methods of business analytics and data science</p> <p>CO2: Understand the application of business analysis in different domain</p> <p>CO3: To formulate linear programming problem and to find optimal solution by graphical simplex method</p> <p>CO4: Be able to build and solve Transportation Models and Assignment Models also to solve game theory problems by understanding pure and mix strategies</p>

CO5: Interpret results/solutions and identify appropriate courses of action for a given managerial situation whether a problem or an opportunity			
CO6: Identify, model and solve decision problems in different settings			
Course Pre-requisites: Foundations of business analytics -I,			
Pedagogy: Direct Method, ICT, Problem solving, Case based			
LTP: 3:1:0			
Course type: HC			
Contact Hours: 52			
Units	Topics	Contact hours	CO
Unit-1	Introduction to Data Analytics: Historical Overview of data analytics, Data Scientist vs. Data Engineer vs. Business Analyst, Career in Business Analytics, Introduction to Data: Sources of Data, Data Collection, Data Classification, Data Acquisition, Data Preparation and Data Management, Big Data Management, Data Science, Applications for data science, Data Scientists Roles and Responsibility, Application of Business Analytics: Retail Analytics, Marketing Analytics, Financial Analytics, Healthcare Analytics, Supply Chain Analytics (Only Theory)	13	1,2
Unit-2	Optimization Techniques for Data Analytics: Linear programming, Mathematical formulations of LP Models; Graphical and Simplex method of solving LP problems; duality of L P problems. Transportation problem: Various methods of finding Initial basic feasible solution-North West Corner Method, Least Cost Method & VAM Method and optimal solution MODI Method, Maximization of Transportation Problem	13	3,4,5
Unit-3	Assignment Model & Game Theory: Assignment Model: Hungarian Algorithm and its applications, Maximization Assignment Problem. Game Theory: Concept of game; Two-person zero-sum game; Pure and Mixed Strategy Games; Saddle Point; Odds Method; Dominance Method and Graphical Method for solving Mixed Strategy Game.	13	4,5
Unit-4	Simulation and Modelling: Modelling: Evaluation and Interpretation, Deployment, Operations, Optimization, Introduction to Simulation, Monte Carlo Simulation Procedure, Random Number Generation, Applications of Simulation, Basic Problems, Problems on Queuing, Inventory and Budgeting, Replacement Models	13	5,6

Reference Books:

1. S. C.Gupta – Fundamentals of Statistics, Himalaya Publishing,7/e,2014
2. Essentials of Business Analytics: An Introduction to the methodology and its application, Bhimasankaram Pochiraju, SridharSeshadri, Springer
3. An Introduction to Business Analytics, Ger Koole, Lulu.com, 2019

Pre requisite Courses

Finance			
Course Title: ADVANCED FINANCIAL MANAGEMENT			
Course Code:M21MKS211			
course description: This course is intended to provide an understanding of advanced financial management theory and to develop working knowledge of advanced financial management environment and provides a solid foundation in the principles of finance which facilitates to implement effective strategies in various components of working capital. It aims to assist the student to develop a thorough understanding and implementation of working capital decisions.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To know the basics of corporate finance management and to compute the Working capital financing. 2. To analyze the cash management models and prepare cash flow statement. 3. To determine the relationship between cash management and value of the firm. 4. To understand the different inventory management techniques and Monitoring and control of inventories. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: estimate the working capital requirements of the firm. CO2: determine optimum cash balance using cash management models. CO3: prepare cash flow statement as per AS-3. CO4: evaluate the credit management decisions of the firm. CO5: determine the economic order quantity of the firm. CO6: apply the inventory control techniques .			
Course Pre-requisites: This course requires knowledge of accounting about preparation of annual reports, components of annual reports, basic understanding of the mathematic calculations.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 1:0:1			
Course type: Pre-requisite			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Working capital management: Types of Working capital, Determination of working capital policy. Estimation of working capital requirement. Working capital financing, short term financing of working capital, long term financing of working capital, Working capital leverage. (Theory and Problems)	10 Hours	CO1
Unit-2	Cash Management: Determinants of cash management, motives of cash management, preparation of cash flow statement. Monitoring collections and receivables, optimum cash balance, Baumol model and Miller-Orr model, Strategies for managing surplus funds. (Theory & Problems)	10 Hours	CO2

Unit-3	Receivables Management: Credit Policy, credit policy variables, Credit evaluation, Numerical credit scoring and Discriminant analysis. Control of accounts receivables, credit granting decision. (Theory & Problems)	10 Hours	CO3 & CO4
Unit-4	Inventory Management: Determinants of inventory control, ordering, reordering, danger level, EOQ model. Sources of raw material, Pricing of raw material. Monitoring and control of inventories, ABC Analysis, JIT. (Theory & Problems)	9 Hours	CO5 & CO6

Reference Books:

1. Financial Management –Text, Problems and Cases – M Y Khan & P K Jain, 8/e, McGraw Hill Education (India) Private Limited, 2018.
2. Financial Management – Theory and Practice – Prasanna Chandra, 10/e, McGraw Hill Education (India) Private Limited, 2019.
3. Financial Management – Pandey I. M, 11/e, Vikas Publishing House Private Limited, 2015.
4. Financial Management & Policy – James C. Van Horne, 12/e, Pearson Education, 2012

Course Title: FINANCIAL PERFORMANCE ANALYSIS
Course Code: M21MKS212
Course Description: This course is aimed at providing a greater understanding of financial statements of companies and draw meaningful conclusions. Analyzing financial statements from different stakeholder's perspective is important for investing and credit granting decisions. The course covers the topics such as ratio analysis, comparative, common size statements and Altman's Bankruptcy model. It is useful for effective financial decision making.
Course Objectives: The course is aimed at enabling students to <ol style="list-style-type: none"> 1. Understand the basics of financial statements analysis. 2. Identify and apply different tools for analysing financial statements. 3. Understand the financial highlights of a company. 4. Draw meaningful conclusions to make better investment and credit granting decisions.
Course Outcomes: At the end of the course, the students will be able to CO1: Understand the suitable techniques/tools for analyzing financial statements. CO2: Forecast financial statements to know financial requirements of company. CO3: Apply suitable ratios for Managerial decision making. CO4: Construct financial statements using ratios. CO5: Assess the economic, industry and business conditions of a firm by going through various sections of annual report. CO6: Apply suitable model to assess the bankruptcy condition of a firm.
Course Pre-requisites: This course requires knowledge about fundamentals of Accounting, business statistics and basic mathematical concepts.
Pedagogy: ICT, Problem solving, Case based
LTP: 1:1:0

Course type: Pre-requisite			
Contact Hours: 26			
Units	Topics	Contact hours	CO
1	Financial Statements Analysis: Nature & objectives of Financial Statements, Uses & Limitations of Financial Statements, Comparative and common size statement analysis, Trend analysis, Forecasting Financial Statements (Theory and Problems).	10 Hours	1,2
2	Ratio Analysis: Meaning of ratio analysis, pros and cons of using ratio analysis. Liquidity ratios, Solvency ratios, Profitability ratios, Applications and Limitations of EBITDA and Efficiency ratios, Du-pont analysis for profitability, Price-Earnings ratio, Construction of Financial statements using ratios (Theory and Problems).	12 Hours	3,4
3	Annual Reports of Company: Contents of annual report, Management Discussion and analysis, corporate governance report Auditor's statement, Consolidated financial statements, Financial highlights (Theory only).	9 Hours	5
4	Forecasting Bankruptcy - Altman's bankruptcy prediction formula Bankruptcy prediction. Credit analysis - Balance sheet ratios, Income statement ratios, Cash ratios relating to credit risk (Theory only).	8 Hours	6

Reference Books:

1. Fridson, M. S., & Alvarez, F. (2011). Financial statement analysis: a practitioner's guide (Vol. 597). John Wiley & Sons.
2. Pandey, I. M. (2020). Financial Management(11th Edition). Vikas Publishing House Pvt Limited.
3. Chandra, P. (2011). *Financial management*(10th edition). Tata McGraw-Hill Education.
4. Davidson, W. N., & McDonald, J. L. (2006). Guide to financial statement analysis: basis for management advice.

Marketing
Course Title : MARKETING MANAGEMENT
Course Code: M21MKS221
Course Description: Course is most suitable for future managers who want establish their carrier in marketing field and entrepreneurs in understanding the basic concepts of marketing and consumer behavior. Subject enables the student to effectively predict, analyze the marketing environment which is essential for any marketing activity to be successful.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To describe the decisions companies, make regarding their individual products and services, product lines, and product mixes. 2. To list and define how companies find and develop new product ideas and how marketing strategies change during a product's life cycle. 3. Identify how companies select, motivate and manage channel members.

<p>4. Define promotion mix tools for communicating customer value.</p> <p>5. Understand role of advertising and major decisions in developing an advertising program.</p> <p>6. Understand approaches and strategies for entering international markets.</p>			
<p>Course Outcomes: On successful completion of this course students shall be able to:</p> <p>CO1: Know about products, services, new product development process and product life cycle.</p> <p>CO2: Develop the pricing strategies and examine the external and internal factors which effects the pricing.</p> <p>CO3: Compose the promotion mix process and the design of promotion mix budget.</p> <p>CO4: Formulate marketing channels, perform competitor analysis and insights about global marketplace.</p> <p>CO5: Demonstrate oral and written communication skills with the presentation and assignments in the course.</p> <p>CO6: Discuss the recent trends in Marketing management.</p>			
<p>Pedagogy: ICT, Flip classroom, Case based</p>			
<p>LTP: 1:1:0</p>			
<p>Course type: Soft core</p>			
<p>Contact Hours: 26</p>			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	<p>Product Product – product and service decisions, services marketing, branding strategy, building strong brands. New product development – life-cycle, process, strategies, additional product and service considerations.</p>	6Hours	CO1
Unit-2	<p>Pricing Price – pricing strategies, internal and external considerations affecting price decisions. Strategies – new product pricing, product mix pricing, price adjustment, price changes, public policy and pricing.</p>	6Hours	CO2
Unit-3	<p>Promotion – Promotion mix, Integrated marketing communications, developing effective marketing communications, setting the total promotion budget and mix. Advertising – major advertising decisions, public relations and tools. Personal Selling – Managing the sales force, personal selling process, sales promotion.</p>	7Hours	CO3& CO4
Unit-4	<p>Marketing Channels: Supply chains, channel behavior, channel design decisions, channel management decisions, marketing logistics and supply chain management. Creating competitive advantage – competitor analysis, competitive strategies. The global marketplace – global marketing today, deciding how to enter the market, deciding on the global marketing program,</p>	7Hours	CO5 & CO6

Reference Books:

1. Marketing Management, Philip Kotler and Kevin Lane Keller 15th edition
2. Strategic Marketing Management, Alexander Chernev, 8th Edition

Course Title : DIGITAL MARKETING AND SOCIAL MEDIA MARKETING			
Course Code: M21MKS222			
Course Description: The course aims at giving overview of digital marketing concepts and platforms. Students will have awareness on marketing through search engines, search engine optimization, mobile marketing, email marketing, Pay per click, digital display marketing, content marketing and social media marketing.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To understand the basic concepts of digital marketing in current scenario. 2. To describe the concept of new media mix and its strategies for building meaningful customer relationships. 3. To understand Paid and earned digital marketing strategies. 4. To examine the significance of social media marketing and how companies use them to better engage the consumers. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Understand the trends that are driving shifts from traditional marketing practices to digital marketing practices. CO2: Realize the difference of consumer behaviour in digital age. CO3: Learn the basics of new media mix, content marketing and search engine optimization. CO4: Describe the different digital marketing platforms and strategies. CO5: Understand how eWOM and influencers can be instrumental for growth of firm. CO6: Establish a digital presence on different social media sites.			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 1:1:0			
Course type: Soft core			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Digital Marketing: The new digital world - trends that are driving shifts from traditional marketing practices to digital marketing practices, understanding of digital consumer and new consumer's digital journey. Career opportunities in digital marketing.	7Hours	CO1
Unit-2	Understanding the Digital Space – New Media Mix: Owned, paid and Earned Media. Organic Digital Marketing: How search engines work, Keyword search, Search engine optimization (SEO), Meaning, Advantages and disadvantages. Content Marketing: Planning your content strategy, Organizing content, Repurposing content	6Hours	CO2
Unit-3	Digital Marketing Strategies – Search engine marketing (SEM), Advantages and disadvantages of paid search marketing, Objectives of paid search marketing. Display advertising: meaning and types. E-mail Marketing: Meaning and process, content of email. Viral Marketing: Electronic word of mouth (eWOM) marketing. Influencers Marketing- Social media influencers	7Hours	CO3 & CO4
Unit-4	Social Media Marketing –Introduction to social media and social media marketing, Introduction to Blogging, Process of publishing blog post. Meaning of headline, imagery, links and post, Content Planning and writing. Introduction to Face book, Twitter, Google +,	6Hours	CO5 & CO6

	LinkedIn, YouTube, Instagram and Pinterest as social media; Pros and cons of Social media.		
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Reference Books:

1. Dodson, Ian. (2016). The art of digital marketing: the definitive guide to creating strategic, targeted, and measurable online campaigns. John Wiley & Sons.
2. Ryan, Damien. (2014). The best digital marketing campaigns in the World II. Kogan Page Publishers, 3rd Edition.
3. Mouty Maiti: Internet Marketing, Oxford University Press India
4. Vandana, Ahuja; Digital Marketing, Oxford University Press India (November, 2015).

Human Resource
Course Title : EMPLOYEE RELATIONS
Course Code: M21MKS231
Course Description: This course is designed to give the students an overview about employee relations management which is crucial to manage people in an organization as HR Managers. As managers, students are expected to know the latest scenario of workplace demographics, employee rights and facilities to work as an HR manager and make the organizations more sustainable and enriching.
Course Objectives: The objective of this course is <ol style="list-style-type: none"> 1. To introduce to students the concept, evolution and transit of Industrial Relations to employee relations and its applicability to Employees. 2. To make the students aware about the meaning and usage of various labour welfare measures and provisions. To enable students with the knowledge of empowering employees with various rules, regulations and facilities at workplace for employee growth, development, and enrichment 3. To able students with the knowledge of latest workplace culture, increase their involvement at workplace, and to create a truly global, and dynamic organization.
Course Outcomes: On successful completion of this course students shall be able to CO1: Understand the role of employee relations in the sustainable growth of the organization CO2: Know the importance of strengthening the rights of employees at workplace CO3: Utilize the facilities and provisions that will empower employees CO4: Assess how to nurture and grow relations with employees by providing them sustainable platforms CO5: Empower employees with just and fair provisions and compensations CO6: Create deeper relations and improve the levels of employee involvement at workplace to make the organization grow
Pedagogy: ICT, Flip classroom, Case based
LTP: 1:1:0
Course type: Soft core
Contact Hours: 26

Units	Detailed Syllabus	Contact hours	CO
Unit-1	Industrial Relations: Evolution of Industrial Relations in India, Approaches and theories. Contribution of ILO for improvement in management-employee relations, Shift from IR to ER: Concept of Employee Relations, Factors and Scope of ER.	7Hours	CO1
Unit-2	Managing Employee Relations: The Concept of Labour Welfare, Industrial Disputes, Evolution and contemporary scenario of Employee Relations, Employee involvement: concept types and practices, Changing role of employee and employer relations. Employer Branding.	6Hours	CO2
Unit-3	Employee Empowerment: Collective Bargaining and Negotiation: Meaning, Phases of Collective Bargaining and Negotiation, Collective Bargaining Advantages. Employee Participation and Empowerment: Introduction, Objectives, Employee Participation, Advantages of Employee Participation, Employee Participation in India, Methods of Participation.	6Hours	CO3 & CO4
Unit-4	Contemporary Issues in Employee Relation: Careerism, Employee wellness in organization, Harassment at workplace, Issues with Contract labour and temporary workforce, Employee relations for the diverse workforce and Multinational Companies (MNC), Inclusivity at workplace , Employee Engagement.	7Hours	CO5 & CO6

Reference Books:

1. Employee Relations, Manav Saini, Thakur Publications Pvt. Ltd.
2. Managing Employment Relations, Tony Bennett, Richard Saundry, Virginia Fisher, CIP

Course Title: SUSTAINABLE HRM
Course Code: M21MKS232
Course Description: This course introduces the academic approach of Sustainability and explores how today's human societies can endure in the face of global change, ecosystem degradation and resource limitations. The course focuses on key knowledge areas of sustainability theory and practice in HRM The course attempts to inspire students to engage in Sustainable HRM theories and practices to strategically achieve corporate sustainability business strategy for the common good of the society. In sustainable HRM, the notion of business success is extended beyond financial performance to simultaneously achieve human/social and ecological sustainability outcomes.
Course Objectives: <ol style="list-style-type: none"> 1. recognize their responsibility to the common good, the environment and society 2. apply ethical perspectives in informed decision making 3. think critically and reflectively 4. demonstrate values, knowledge, skills and attitudes appropriate to the discipline and/or profession
Course Outcomes: On successful completion of this course students shall be able to:

<p>CO1: Understand the conceptual foundations and practice of Sustainable Human Resources Management (S-HRM) in contemporary organizations.</p> <p>CO2: Realize the importance to include nature, people and society in business decision-making.</p> <p>CO3: define sustainability from ecological, social, economical and human resource perspective.</p> <p>CO4: assess the effectiveness of business strategies and approaches to sustainability.</p> <p>CO5: Discuss sustainable impacts of performance oriented HRM practices on stakeholders from the corporate social responsibility perspective.</p> <p>CO6: get an overview of the main challenges that sustainable development has to face both on its social and environmental aspects.</p>			
Pedagogy: ICT, Flip classroom, Case-based			
LTP: 1:1:0			
Course type: SC			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Sustainability to Sustainable HRM – An Evolutionary Perspective. Role of HRM in developing economically, socially and ecologically sustainable organizations; Role of HRM in developing sustainable HRM systems; Environment management and human resource. The Emergence and Scope of Sustainable HRM, Characteristics of Sustainable HRM, Sustainable HRM Outcomes, Benefits of adopting Sustainable HRM Practices, Barriers in Adopting Sustainable Human Resource Management.	7Hours	CO1
Unit-2	Indicators of Sustainable Human Resource Management, Environmental Sustainability, Social Sustainability, Economic Sustainability, Sustainable HR Practices – Green HRM Practices, Pro-environmental Behavior, Attracting Talent and Being Recognized as an “Employer of Choice”, Retaining a Motivated and Healthy Workforce, Investing in the Skills of the Current and Future Workforce, Practice-Based Model for the Sustainability–HRM Link	6Hours	CO2
Unit-3	Theoretical Bases of S-HRM: Stakeholder theory, Corporate Citizenship theory, Institutional theory, Competitive Advantage through Sustainable-HRM system, ROC –Model Ethical positions of firms (ego, benevolence, principled), Corporate Social Responsibility and the Industry 4.0- A Sustainable Human Resource Management Framework.	6Hours	CO3 & CO4
Unit-4	Sustainable Leadership, Measurement, monitoring, and reporting, Sustainable return on investment (S-ROI) and ‘Triple top line’ (TTL) Learning for sustainability: Developing personal ethics; Sustainable Knowledge-Sharing; The Future of Sustainable HRM	7Hours	CO5 & CO6

Reference Books:

1. Ehnert, I, Harry, W., Zink, K J. (2014). ‘Sustainability and Human Resource Management:Developing sustainable business organizations’, Springer, UK, Germany.
2. Banyai, T (2018). Sustainable Human Resource Management, MDPI.

Operations			
Course Title: TECHNOLOGY MANAGEMENT & SYSTEMS			
Course Code: M21MKS241			
Course Description: This is a foundation level course for operations management. Technology is one of the important competitive forces in a business for a sustainable growth. Technology as a resource needs to be properly organized and improved/updated /developed on a continuous basis. This course is mainly focused on management of technology at the enterprise level.			
Course Objectives: the course is aimed at fulfilling the following objectives: <ol style="list-style-type: none"> 1. know the importance of technology in business enterprises 2. Understand the implications of technological changes 3. Being aware about the methods available for forecasting technology 4. Understand the nuances of technology absorption, technology assessment and technology diffusion. 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1. Explain the basic concepts/terminologies relating to technology management</p> <p>CO2. Critically analyse the issues and implications of technological change with reference to business</p> <p>CO3. Identify and apply approaches to develop and generate technology</p> <p>CO4: Explain the nuances of technology absorption, technology assessment and technology diffusion.</p> <p>CO5: Demonstrate oral and written communication skills in the subject</p> <p>CO6: Discuss the recent trends on technological environment of business</p>			
Course Pre-requisites: Foundations of business and Technology,			
Pedagogy: Direct Method, ICT, Problem solving, Case based			
LTP: 1:1:0			
Course type: SC			
Contact Hours: 26			
Units	Topics	Contact hours	CO
Unit-1	Introduction Role and importance of technology Management, Technology Management in India, Need and importance of Technological	7	1

	Change, Technology Life Cycles and Technological Transformation, Relevant technology of the present trend.		
Unit-2	Implications of technological change Technological change and its implication on factors of production, Nature of technological change, IT revolution.	6	2,6
Unit-3	Technology forecasting Role, Methodologies/Approaches, common mistakes/errors and pitfalls in Technological forecasting, Technology generation and Development	6	3
Unit-4	Technology absorption - Meaning, constraints, benefits, Indian experience Technology assessment: Meaning and methodology, organization and management of Technology Assessment, Technology Evaluation parameters. Technology diffusion: concept, importance and perspectives, Major diffusion activities.	7	4

Reference Books:

1. K. Nagarajan, A Brief Course on Technology Management, New Age International, 2015.
2. Tarek M. Khalil, Management of Technology, McGraw Hill, 2013.
3. Mark Dodgson, David M. Gann, Ammon Salter, Management of Technological Innovation: Strategy and Practice, Oxford University Press, 2008

Course Title: PRODUCTION AND OPERATIONS MANAGEMENT
Course Code: M21MKS242
Course Description: This is a foundation level course for operations management. Taking care of process that create products and services would definitely enhance the productivity all the players in the supply chain without much hassles in their activities. This course is aimed at critically analyzing the various aspects of operations that leads to economical decision-making at the firm level.
Course Objectives: the course is aimed at fulfilling the following objectives: 1. know the importance of operations in business enterprises 2. Understand the various dimensions of operation related decision making 3. Being aware about the methods available for forecasting technology 4. Understand the nuances of capacity planning and location decisions
Course Outcomes: On successful completion of this course students shall be able to: CO1. Explain the basic concepts/terminologies relating to operations management CO2. Analyse the critical dimensions of capacity planning, location decisions affecting the process of creation of goods and services CO3. Discuss the economic aspects of production and operations management CO4: Apply tools and techniques for solving operations related problems

CO5: Demonstrate oral and written communication skills in the course			
CO6: Discuss the recent trends in operations management			
Course Pre-requisites: Foundations of business and production concepts			
Pedagogy: Direct Method, ICT, Problem solving, Case based			
LTP: 1:1:0			
Course type: SC			
Contact Hours: 26			
Units	Topics	Contact hours	CO
Unit-1	Introduction: Introduction, Production of Goods Vs Providing Services, importance of learning operations management, process management, scope of operations management, operations management and decision making, historical evolution of operations management, key issues in today's business operations.	7	1,6
Unit-2	Capacity planning: Meaning of capacity, nature of capacity planning decisions, defining and measuring capacity, determinants of effective capacity, Strategy formulation, forecasting capacity requirements, Additional challenges of planning service capacity, do it in-house or outsource it, developing capacity strategy, constraint management. (Theory only)	8	1,2,3
Unit-3	Location decisions: Need for location decisions, nature of location decisions, General Procedure for Making Location Decisions, Service and Retail Locations, Evaluating Location Alternatives, Process selection and Types of facility lay-out.(Theory only)	6	1,2,3,4
Unit-4	Forecasting demand – nature, use, methods of demand forecasting, forecasting models using Excel only, Fundamentals of Production planning and control (theory only), Fundamentals of MRP and ERP .	5	1,4

Reference Books:

1. Mahadevan B, Operations management: Theory and practice. Pearson Education India; 2015.
2. William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.
3. Russel and Taylor, Operations Management, Wiley, 5th Edition, 2006.
4. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning, 9th edition, 2015.

Health Care Management
Course Title : HEALTH AND SOCIETY
Course Code: M21MKS251
Course Description: Course is most suitable for future managers who want establish their carrier in the field of healthcare management in understanding the basic concepts of health and

society. Subject enables the student to effectively understand, predict, analyze the health environments in the society .

Course Objectives: The objective of this course is to:

1. To understand the importance of society and health
2. To engage and Apply the concept and structure of communal health
3. To understand the need of health in a society.
4. To examine the evolution of health services
5. To analyze how epidemiological knowledge will help in understanding the healthcare

Course Outcomes: On successful completion of this course students shall be able to:

CO1: Understanding the importance of healthcare in society

CO2: Understanding the applications of epidemiology

CO3: Applying the concept of health awareness by governmental and nongovernmental agencies.

CO4: Focus on evolution of health in India.

CO5: Understand how health delivery works in rural areas.

CO6: Applying the concept of personal and family healthcare in terms of environmental hygiene and communal healthcare.

Pedagogy: ICT, Flip classroom, Case based

LTP: 1:1:0

Course type: Soft core

Contact Hours: 26

Units	Detailed Syllabus	Contact hours	CO
Unit-1	Healthcare & Society: Community and Health, Concept of health, definition & concepts, Determinants of health, Sociology of health, Health in developing countries, Health transition & Health seeking Behaviour, Health information & Communication, Health and environment: Sanitation and Pollution, Health awareness programme organized by governmental and non governmental agencies. Communal health programmes.	7Hours	CO1
Unit-2	Understanding Epidemiology: Epidemiological approach. Investigation of an epidemic outbreak of disease. Basic measures in epidemiology; measurement of mortality , morbidity, disability, natality; characteristics of diseases and Health care facilities of an epidemic out break. Endemic, Pandemic and measures to curb pandemics-special emphasis on COVID-19.	6Hours	CO2
Unit-3	Communal Health care : Family hygiene - group health care by vaccination - propitiation and prevention - Sanitation and diet patterns Mass - Hygiene (Social Hygiene) - Environmental Hygiene - Hospitals - Statistical bodies - Government and Non government organizations (NGO) for propagation of nutritious diet patterns - maintained by voluntary health organizations and government schemes	6Hours	CO3 & CO6
Unit-4	Evolution of health care system in India : Five year plans - recommendation of committees (Bhore, Mudaliar, Chadah, Mukerjee, Kartar Singh, Tungalwala Committee) – development of rural health service in India – Administration of	7Hours	CO4 & CO5

	health care service In India – Administration of health care service at central, state and municipal level – Changing concepts and phases in health care.		
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Reference Books:

1. Epidemiology in Health Services Management, (1984) - G.E.Alan Dever, Asper publication. In Gaithersburg, Maryland
2. Control of hospitals infection - A practical handbook, (1997), 3rd edition - G.A.J. Ayliffe, E.J.L. Lawbury, A.N.Geddes, J.D. Willians, Chapman & Hall Medical Chennai.
3. Social and preventive Medicine, K. Park, Brimnot publishers

Course Title : HEALTH REFORMS AND POLICY PLANNING			
Course Code: M21MKS252			
Course Description: Course is most suitable for future managers who want establish their carrier in the field of healthcare management in understanding the basic concepts of health reforms and policy planning.Subject enables the student to effectively understand, predict, analyze the health reforms in the society .			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To understand the importance of health reforms 2. To engage and Apply the concept and structure of policy planning 3. To provide intensive and practical knowledge of healthcare management 4. To examine the evolution of health policy planning 5. To analyze how health policy audits can help an economy 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Understanding the importance of healthcare reforms CO2: Understanding the applications of policy planning in health care CO3: Identifying the importance of policy audits in healthcare. CO4: Focus on evolution of health in India. CO5: Understand how health care policy planning benefits economy. CO6: Applying the concept of policy planning by government agencies.			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 1:1:0			
Course type: Soft core			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Health Care Policy & Planning: Introduction to Health care policy & Medical care policy, Ends & means of a policy,Health for whom - delivered by whom ,Decision making in health care - process of policy formulation and policy planning	7Hours	CO1
Unit-2	Health Sector Reforms: Introduction to causes & consequences of reforms ,An analytical approach to health sector reforms ,Comprehensive policy analysis of major Indian policies ,Data needs and preconditions, Models of health sector policies	6Hours	CO2

Unit-3	National Health Policy & Future Agenda: Historical perspectives of healthcare reforms, The health policy goals, The policy environment & consequences of reforms, Framework for newer health care policy settlements Healthcare Audits: Towards Quality, Nature of quality, Traditional methods in the management of quality, Developments in managing health/medical care quality ,Variants of audit procedures, policy audits	6Hours	CO3 & CO4
Unit-4	Integration of Planning With Action : Process, structure and functions of planning, Management analysis, Health systems research in relation to planning ,Health & hospital services programme evaluation-SWOT analysis ,The Planning Process, Community involvement & people participation in planning	7Hours	CO5 & CO6

Reference Books:

1. William A. Reinke - Health Planning For Effective Management -, Oxford University Press .
2. Peter Berman - Health Sector Reform in Developing Countries - Harvard University Press.
3. Column Paton - The health care Agenda in a British political context - Chapman & Hall Publication (Madras) .

Strategic Leadership
Course Title : LEADERSHIP IN ORGANIZATION
Course Code: M21MKS261
Course Description: The course primarily focuses to reflect on theories, application and skills of a strategic leader. The course is designed in a Three-pronged approach for a clear understanding of the traditional theories and concepts of leadership, as well as of the most recently developed leadership philosophies, application of leadership concept through critical thinking and Development of strategic leadership skill
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To understand the different indicators used to assess leadership effectiveness 2. To understand how specific type of task and relations behavior can be used effectively 3. To understand the impact of leader’s power and Influence on the organizations 4. To examine the organization’s environment and develop competitive strategy.
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: Gain a profound knowledge on the major similarity and difference between the trait and behavioral leadership.</p> <p>CO2: Weigh the major differences among content, process and reinforcement theories</p> <p>CO3: list which leadership models are perspective and descriptive and explain why they are classified.</p>

CO4: Clarify the relationships among negotiation and conflict, influencing tactics, power and politics			
CO5: Understand the relationship between the performance formula and the coaching model.			
CO6: Learn and initiate conflict resolution model.			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 1:1:0			
Course type: Soft core			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
UNIT-1	INDIVIDUALS AS STRATEGIC LEADERS Leadership potential, Leaders-Followers, Influence, Organizational Objectives, change, People, Leadership skills, managerial leadership roles. Levels of Analysis of Leadership Theory, Leadership theory Paradigms. Personality Traits and leadership-Big five traits, personality profile of Effective leader-Achievement Motivational theory, Leader Motive Profile Theory, Leadership Attitudes-Theory X and Theory Y, the Pygmalion Effect.	7 Hours	CO1
UNIT-2	LEADERSHIP MOTIVATION AND BEHAVIOUR Leadership Behavior and Styles, The Leadership Grid, Motivation process-Content Motivation theories, Process Motivation theory, Reinforcement Theory. Contingency Theories in Leadership-Leadership theory vs leadership models, Contingency leadership theory, Leadership Continuum theory, Path Goal Theory, Normative Leadership theory	6 Hours	CO2
UNIT-3	STRATEGIC INFLUENCING-Politics, Power, Negotiation and Networking Power-Sources, Types, Influencing Tactics and ways to increase your power Organizational Politics: Nature of Organizational Politics, Political Behaviour, Developing political skills. Networking-Goals, Develop and maintain your Network, Social Networking at work Negotiation-Negotiating process, Ethics and Influencing	6 Hours	CO3 & CO4
UNIT-4	STARTEGIC CONFLICT MANAGEMENT Communication and Leadership-sending messages and giving instructions, receiving messages, listening skills Feedback- Importance, Common approaches, multi-rater feedback Coaching-coaching models for under performers, Mentoring Managing Conflicts-Conflict and leadership, Conflict Management Styles Collaborations-Initiating Conflict Resolution, responding to conflict resolution, Mediating conflict resolution.	7 Hours	CO5 & CO6

Reference Books:

1. Effective Leadership, Achua and Lussier, fifth edition, Cengage learning, 2019
2. Leadership in Organization, Gary Yukl, seventh edition, Pearson Publications, 2012
3. Leadership, Richard L.Daft, fifth Indian edition, Cengage Learning, 2015

Course Title : EFFECTIVE LEADERSHIP STRATEGIES			
Course Code: M21MKS262			
Course Description: The course primarily focuses on managerial leadership; it critically evaluates various theories of leadership providing the learners the needed guidelines to be more effective as leaders. It is an ideal pre-requisite course to get grounding on having theoretical knowledge and also understand the practical implications of leadership theory and research not to prescribe exactly how things must be done by a leader.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To understand the main focus of team building from a leader-follower perspective 2. To Distinguish between symbolic and substantive leadership actions for shaping organizational culture 3. To comprehend the relevance of analyzing the internal and external environment towards strategic leadership process 4. To examine the role of leaders in creating a learning organizations 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: Determine the followers influence on a leader CO2: Understand the difference between conventional and self-managed teams CO3: Assess the behavioral dimensions associated with transformational and charismatic leaders behavior CO4: Identify and solve major reasons for resisting change CO5: Gain an appreciative understanding on crisis leadership competences as an important consideration when hiring new leaders CO6: Advance their knowledge about the attributes of the learning organizations</p>			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 1:1:0			
Course type: Soft core			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
UNIT-1	INTRODUCTION TO FOLLOWERSHIP AND LEADER-MEMBER EXCHANGE Dyadic theory, Leader-Member Exchange theory, Team-Member Exchange Theory. Followership, Delegation, Groups vs Teams, Team Leadership-Types of Teams, Decision making in Teams, Leadership skills for Effective Team Meeting, Self- Managed Teams	7 Hours	CO1
UNIT-2	LEADERSHIP OF ETHICS, DIVERSITY AND CULTURE Charismatic Leadership, Transformational Leadership, Stewardship and servant Leadership, Organizational Culture-The	7 Hours	CO2

	Power of Culture, Low-High-Performing Cultures, Leader's role in influencing culture, Types of culture, National Culture Identities-Hofstede's Value Dimension, Ethics Leadership, Diversity Leadership.		
UNIT-3	CHANGE MANAGEMENT AND STRATEGIC LEADERSHIP Globalization and Environmental Sustainability-Strategic leadership, strategic leadership failure, Strategic Management Framework- Environmental Scanning, Strategy formulation, Strategy Implementation, strategy evaluation and control, Leading Change- Need for change, Leader's role in Managing Change, Minimizing resistance to change	6 Hours	CO3 & CO4
UNIT-4	LEARNING ORGANIZATION AND CRISIS LEADERSHIP Crisis Leadership-Crisis Leadership Training, The impact of Environmental Factors Management Plan, Principles of Effective Crisis Communication. Learning Organizations- Differentiate between the traditional and learning Organizations, Learning organization culture and firm performance, Role of leaders in creating a learning organization culture.	6 Hours	CO5 & CO6

Reference Books:

1. Effective Leadership, Achua and Lussier, fifth edition, Cengage learning, 2019
2. Leadership in Organization, Gary Yukl, seventh edition, Pearson Publications, 2012
3. Leadership, Richard L.Daft, fifth Indian edition, Cengage Learning, 2015

Entrepreneurship
Course Title : ENTREPRENEURSHIP THEORY AND PRACTICE
Course Code: M21MKS271
Course Description: This course provides an introduction to theoretical and experiential issues in entrepreneurship including the language of entrepreneurship, creativity and innovation, lean start-ups, and learning from both successful and unsuccessful ventures as well as from domestic and international exposure.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Allow students to know the context and language of entrepreneurship 2. Provide an opportunity to Identify and describe common characteristics and behaviours of ethical entrepreneurial leaders. 3. Allow students to persuasively pitch new venture ideas and develop strategies. 4. Develop a platform to Review new business concepts that confront social, environmental and/or economic challenges at local, national and international levels.

Course Outcomes: On successful completion of this course students shall be able to: CO1: Identify the cognitive skills towards entrepreneurial process. CO2: Develop approach needed towards identification of objectives and design thinking. CO3: Devise the strategy that shows the approach towards growth CO4: communicate an action plan that addresses strategic, financial and leadership concerns CO5: To Evaluate and investigate the antecedents and outcomes of international entrepreneurship CO6: To evaluate various business process innovations			
Course Pre-requisites: analytical thinking and business planning abilities, cognitive skills, overview of the key theories and concepts, alongside with a critical perspective.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 1:1:0			
Course type: SC			
Contact Hours: 26 hours			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Entrepreneurship Entrepreneurship, entrepreneur and enterprise - importance of entrepreneurship, classification of entrepreneurship, Entrepreneurial mind-sets, Development of entrepreneurship – creativity and business ideas, opportunity identification and validation. Case studies.	06 hours	CO1
Unit-2	Design thinking and creativity Business plan, Lean Start-ups, Feasibility analysis - IP and legal issues, project planning and creative problem solving. Case studies.	06 hours	CO2
Unit-3	Entrepreneurial Scaling Meaning, need, scaling process, tips for scaling a business, business scaling v/s business growth, scalable business models and business model spectrum barriers, Key performance indicators towards analysing risk. Case studies.	06 hours	CO3 CO4
Unit-4	International Entrepreneurship Nature, importance, comparison between domestic and international entrepreneurship, barriers for international entrepreneurship, cross border entrepreneurship – antecedents and outcomes, business process innovations with export import activity and probability of investment. Case studies.	06 hours	CO4 CO5

Reference Books:

1. Entrepreneurship – Theory, Process and Practice Donald F Kuratko Cengage Learning 9th Edition, 2014
2. “Entrepreneurship Rajeev Roy Oxford University Press 2nd Edition, 2011
3. Entrepreneurship Hisrich R D, Peters M P Tata McGraw-Hill 8th Edition 2013.

Course Title: SOCIAL ENTREPRENEURSHIP			
Course Code: M21MKS272			
Course Description: Social Entrepreneurship is an emerging and rapidly changing business field that examines the practice of identifying, starting, and growing successful mission-driven for-profit and nonprofit ventures, that is, organizations that strive to advance social change through innovative solutions. This course is designed to provide a socially relevant academic experience in order to help students gain in-depth insights into social entrepreneurship.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Understand the theory and practice of social entrepreneurship and its potential as a transformative model of social change 2. Understanding the framework and models of the social Entrepreneurial Process. 3. Develop an understanding of the key aspects of organizations connected to Social Entrepreneurship. 4. Help students to develop “a Social entrepreneurial imagination and to bring out the practice of Social Entrepreneurship in India 			
Course Outcomes: After the course, the students should have acquired the competence to CO1: Understand the effectiveness and complexities of social entrepreneurship CO2: Explain the Social Entrepreneurship process, boundaries, and challenges and bring out the practice of Social Entrepreneurship in India. CO3: Develop an understanding of the key aspects of organizations connected to Social Entrepreneurship CO4: Develop knowledge of the working of Social Entrepreneurship CO5: Students need to interpret various situations tackled by social entrepreneur CO6: Present the challenges and issues related to social entrepreneurship			
Course Pre-requisites: Management and leadership attributes, abilities, and skills are required			
Pedagogy: Direct Method, ICT, Case based			
LTP: 1:1:0			
Course type: SC			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Social Entrepreneurship –Meaning: of Social Entrepreneur, Social Enterprises, Social Entrepreneurship. Types of Social Entrepreneurs, Characteristics of Social Entrepreneurs, Differences between Business and Social Entrepreneur, Entrepreneurship and Social Entrepreneurship; Social Entrepreneurship in Developing Countries and In India	8 hours	CO1
Unit-2	The Social Entrepreneurship Process- The Timmons Model of the Entrepreneurship Process, The PCDO (The People, Context, Deal, and opportunity) framework, The Case Model, The Social Entrepreneurship Framework. Sources of Social Entrepreneurship - Public Sector, Private Sector, Voluntary Sector. Qualities and Skills of Social Entrepreneur - Entrepreneurial, innovative, transformative,	8 hours	CO2

	leadership, storytelling, people, visionary opportunities, alliance building, questions and doubts, accountability, missing skills, succession, scale.		
Unit-3	SOCIAL ENTREPRENEURSHIP IN PRACTICE Bangladesh Rural Advancement Committee (BRAC), The Grameen Bank (GB), The Self Employment Women's Association (SEWA), Aravind Eye Hospital, Bhartia Samruddhi Investment & Consulting Services (BASIX), Narayana Hrudayalaya Institute of Medical Sciences, Technology Informatics Design Endeavour (TIDE). Boundaries of Social Entrepreneurship – Social service provision, social activism	5 hours	CO3 & CO4
Unit-4	ETHICAL ENTREPRENEURSHIP AND CHALLENGES IN SOCIAL ENTREPRENEURSHIP Ethical entrepreneurship: Meaning. Empirical ethics, eternal ethics. Entrepreneur and customer, Entrepreneur and employee, Entrepreneur and Government. Challenges in Social Entrepreneurship	5 hours	CO5 & CO6

Reference Books:

1. Robert A. Philips Margret Bonefiel Ritesh Sharma, Social entrepreneurship, the next big business opportunity Global Vision Publishing House, New Delhi, 2011
2. S.S.Khanka, Entrepreneurship in India, perspective and practice, Akansha publishing house, New Delhi, 2009
3. Jill Kickul and Thomas S.Lyons, Routledge, Understanding social entrepreneurship, the relentless pursuit of mission in an ever changing world, New York, 2012

Banking & Insurance
Course Title : INSURANCE PLANNING AND RISK MANAGEMENT
Course Code: M21MKS281
Course Description: This course would cover the knowledge requirements relating to insurance needs and risk assessment of clients. It introduces students to various concepts and regulatory environment of insurance. The evolution process requires advice on decisions in selecting various types of insurance.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Understand the overview of insurance business. 2. Calculate the amount of insurance required from financial planning perspective. 3. Explain the risk management process, differentiate between the different types of risk exposures. 4. Identify different risk assessment methods and risk controlling techniques.
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: Demonstrate the theoretical knowledge relating to insurance business.</p> <p>CO2: Analysing the nature and functioning of Treasury System</p> <p>CO3: Analysing Insurance in Risk Management</p> <p>CO4: Equip with the knowledge of different types of risk and risk management.</p> <p>CO5: Integrate risk assessment and risk protection into comprehensive financial plan.</p>

CO6: Evaluation and implementation of risk reduction measures.			
Course Pre-requisites: Basic knowledge of Insurance and risk management			
Pedagogy: Direct Method, ICT, Problem solving, Case based			
LTP: 1-1-0			
Course type: SC			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to insurance business: Definition of insurance - Characteristics of insurance – Insurance and hedging –Principles of Insurance – Indemnity – Insurable Interest – Utmost Good Faith – Subrogation – Contribution – Proximate Cause - Reinsurance – Risk Control and Risk Financing– Insurance Underwriting – Various Insurance policies & strategies- Overview of Insurance Sector in India – Regulatory aspects of Insurance and Agency Law – IRDA.	7	CO1
Unit-2	Insurance Contract, Pricing and Premium Calculation: The Insurance Contract – Features of the Insurance Contract – Legal Characteristics of an Insurance Contract – Insurance Policy Documents and their Legal Implications – Terms in an Insurance Contract – Other Provisions of Insurance Contracts. Pricing and Premium Calculation: Rate Making – Analysis and Selection of Insurance Products – Assessment and Identification of Risk Exposure – Analysis of Life Insurance Needs	7	CO2
Unit-3	Introduction to Risk – Risk and Uncertainty -Perils and Hazards –Types of Risk – Risk Management Techniques – Pooling of Risk – Insurance as a Risk Management Tool – Law of Large Numbers –Insurable Risk – Self-Insurance - Advantages and Disadvantages of Insurance in Risk Management – Difference Between Hedging and Insurance	6	CO3 & CO4
Unit-4	Risk Assessment and Risk Control: Risk Assessment: Analysis, Evaluation. Risk Control: Risk avoidance, Risk reduction- Classifications, Evaluation of risk reduction measures. Risk Financing- Retention—Determination of retention levels, Captive Insurer, Self-Insurance, Risk retention group. Transfer—Non-insurance transfer, Insurance.	6	CO5 & CO6

Reference Books:

1. Principles of Risk Management & Insurance – George E. Rejda.
2. Risk Management & Insurance- C. Arthur Willams.
3. Harrington and Niehaus, 'Risk management and Insurance, Tata Mcgraw Hill Publishing, NewDelhi, 3rd Edition, 2010.

Course Title : LEGAL AND REGULATORY ASPECTS OF BANKING
Course Code: M21MKS282
Course Description: enable the students Regulation and how good management to be implemented to mange risk from the Senior Managers Regime which makes sure that senior bankers are held accountable for their decisions.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To understand the legal framework to regulate and supervise banking activities 2. To Study Legal Framework and controlling methods used in Banks.

3. To Understand the key regulator for the banking system.			
4. To focus the Returns Inspection, Winding up, Mergers & Acquisitions.			
Course Outcomes: On successful completion of this course students shall be able to:			
CO1: To know legal framework to regulate and supervise banking activities			
CO2: To Understand legal and regulatory controlling methods used in Banks.			
CO3: To Understand the RBI regulator for the banking operations.			
CO4: To know the Returns Inspection, Winding up, Mergers & Acquisitions.			
CO5: To Understand Regulation of Payment Systems and Money Market Instruments.			
CO6: To acquire specialized knowledge of law and practice relating to Banking			
Course Pre-requisites: Basic knowledge of Legal Aspects of Banking			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 1:1:0			
Course type: Soft core			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Legal Framework of Regulation of Banks: Business of Banking; Constitution of Banks; RBI Act, 1934; Banking Regulation Act, 1949; Role of RBI; Govt. as a Regulator of Banks; Control over Cooperative Banks; Regulation by other Authorities, Recent Legislative Changes in RBI Act	7Hours	CO1
Unit-2	Control Over Organization of Banks: Organization of Banks Licensing of Banking Companies; Branch Licensing; Paid up Capital and Reserves; Shareholding in Banking Companies; Subsidiaries of Banking Companies; Board of Directors; Chairman of Banking Company; Appointment of Additional Directors; Restrictions on Employment; Control over Management; Corporate Governance; Directors and Corporate Governance	6Hours	CO2
Unit-3	Regulation of Banking Business: Power of RBI to Issue Directions; Acceptance of Deposits; Nomination; Loans and Advances; Regulation of Interest Rate; Regulation of Payment Systems; Internet Banking Guidelines; Regulation of Money Market Instruments; Banking Ombudsman; Reserve Funds; Maintenance of CRR, SLR; Assets in India.	6Hours	CO3 & CO4
Unit-4	Returns Inspection, Winding up, Mergers & Acquisitions: Annual Accounts & Balance Sheet; Audit & Auditors; Submission of Returns; Preservation of Records and Return of Paid Instruments; Inspection and Scrutiny; Board for Financial Supervision; Acquisition of Undertakings; Amalgamation of Banks; Winding up of Banks; Penalties for offences.	7Hours	CO5 & CO6

Reference Books:

1. Legal and Regulatory Aspects of Banking. (Macmillan Education)
2. Legal & Regulatory Aspects of Banking : N. S. Toor & Arundeeep Toor, Skylark Publication [Edn. 2022]
3. BANKING LAW AND PRACTICE, J.M. Holden, Universal Law Publishing.

Flexible Course

Course Title: BUSINESS DEVELOPMENT MODELS			
Course Code: M21MKS291			
<p>Course Description: This course provides a deep insight into the nature of business models. It describes traditional and bleeding-edge models and their dynamics, innovative techniques, knowhows of business model within an intensely competitive landscape . It also provides the ideas to redesign one’s own organization’s business model. Students will learn to systematically invent, design and implement the new business models .</p>			
<p>Course Objectives: The course is aimed at fulfilling the following objectives:</p> <ol style="list-style-type: none"> 1. To design and implement business models to create new strategic alternatives. 2. To understand the basic building blocks that describe a business model. 3. To comprehend business model dynamics through various business model patterns. 4. To learn about the various techniques and tools that helps in designing an innovative business model. 5. To analyse how to re-interpret strategy through the lens of the Business Model Canvas. 6. To explain the task of setting up and executing a business model design initiative in a simplified manner. 			
<p>Course Outcomes: On successful completion of this course students shall be able to:</p> <p>CO1: To gain knowledge and understand the nitty gritty of business model development.</p> <p>CO2: To explore the contemporary business environment and decide the right business model to be fit for a specific organization.</p> <p>CO3: To apply the tools, techniques and concepts to be used for the design and implementation of effective business models.</p> <p>CO4: To lead and take suitable decision applying the techniques of the business models.</p> <p>CO5: To articulate and disseminate the business model and the necessary information related to the business.</p> <p>CO6: To learn the use of business models to venture into their own entrepreneurial activities.</p>			
Course Pre-requisites: Foundations of entrepreneurship/start-ups			
Pedagogy: Direct Method, ICT, Problem solving, Case based			
LTP: 1:1:0			
Course type: FC			
Contact Hours: 26			
Units	Topics	Contact hours	CO

Unit-1	Canvas and Patterns: Introduction to business model development, importance of BMD, the building blocks, business model canvas, BMD patterns, unbundling business models, long tail, multisided platforms, free as a business model, open business model etc.	08	1,2
Unit-2	Design: Customer insights, ideation, visual thinking, prototyping, storytelling scenarios.	06	3,4
Unit-3	Strategy: Business model environment, evaluation business models, business model perspective on blue ocean strategy, managing multiple business models.	06	2,5
Unit-4	Process: Business models design process, BMDP and innovation, design attitude, various phases, prepare for a successful business model design project, case studies.	06	3,6

Reference Books:

1. Business Model Generation - A Handbook for Visionaries, Game Changers, and Challengers, Alexander Osterwalder & Yves Pigneur, Wiley Publications, 2010.
2. The Business Model Book: Design, Build and Adapt Business Ideas That Drive Business Growth (Brilliant Business), Adam Rock, Pearson Business; 1st edition (30 November 2017)

Course Title: ADVANCED EXCEL
Course Code: M21MKS292
<p>Course Description: Any organisation has to deal with data ranging from daily basis to yearly basis. Just having data will not help organisations to make decisions effectively. The data should be properly prepared, summarized, reported and analysed. Apart from this, Managerial positions require to build analytical models to help increase profits, reduce costs or manage operations. Excel, the spreadsheet is one of the important applications which facilitate decision makers in building better approach to handling data at different levels of decision- making. This course is mainly aimed at imparting knowledge and skills on practically using spreadsheet application for summarising, reporting and analysing data.</p>
<p>Course Objectives The course is aimed to</p> <ol style="list-style-type: none"> 1. Demonstrate to the students about features, tools, functions, formulae and other facilities in MS Excel to handle and analyze the data. 2. Prepare and Present the data in an easy and understandable manner using MS Excel 3. Acquaint with the knowledge of arriving at effective decisions after data analysis is done
<p>Course Outcomes: On successful completion of this course students shall be able to:</p> <p>CO1. Apply knowledge of management theories/models to analyze the data.</p> <p>CO2. Exercise analytical and critical thinking for making decisions in preparing, summarizing and reporting data.</p> <p>CO3. Interpret the analyzed data and draw meaningful conclusions.</p>

CO4. Analyze the business environment related factors while reporting data.			
CO5. Apply suitable statistical tools and techniques for problem solving and decision making.			
Course Pre-requisites: Foundations of mathematical operations.			
Pedagogy: Direct Method, ICT, Problem solving, Case based			
LTP: 1:1:0			
Course type: Flexible			
Contact Hours: 26			
Units	Topics	Contact hours	CO
Unit-1	Basic worksheet modelling, Range Names, lookup functions Index functions, Types of COUNT, SUM and AVERAGE functions, conditional formatting and sorting.	8	CO1
Unit-2	Investment analysis using NPV and IRR, Sensitivity analysis, Scenario Manager and Goal seek command, Data Validation, summarizing data using histograms and descriptive statistics, Charting techniques.	6	CO2 CO3
Unit-3	Pivot table and Pivot charts, Financial ratio analysis, Simple Correlation and Simple Regression, scatter plot.	4	CO4
Unit-4	Employee pay slip preparation, Monte Carlo simulation, Moving average method of forecasting, Enhancing Workbooks with Multimedia, Automating Task with Macros	8	CO5

Reference Books:

1. Winston, W. (2016). Microsoft Excel data analysis and business modeling. Microsoft press.
2. Walter, G. Advanced Microsoft Excel- formulae and Calculations
3. Albright, S. Christian and Winston, L. Wayne (2017). Business Analytics – Data Analysis and Decision Making, 6/e; New Delhi: Cengage Learning.

Course Title : SPSS
Course Code: M21MKS293
Course Description: This course provides an application-oriented introduction to the statistical component of IBM SPSS Statistics. Students will review several statistical techniques and discuss situations in which they would use each technique, how to set up the analysis, as well as how to interpret the results.
Course Objectives: The objective of this course is <ol style="list-style-type: none"> 1. To introduce the broad range of techniques for exploring and summarizing data, as well as investigating and testing relationships. 2. Students will gain an understanding of when and why to use these various techniques as well as how to apply them with confidence, interpret their output, and graphically display the results. 3. To make the students to understand and test hypotheses about individual variables. 4. Give an overview about multivariate analysis and predicting variables.
Course Outcomes: On successful completion of this course students shall be able to

CO1: Basic Concepts of software-Data creation, cleaning and managements.			
CO2: Analyse the data using appropriate tools and techniques.			
CO3: Presenting data using relevant tables, graphical displays, and summary statistics.			
CO4: Analyzing data to compare significance of difference between two or more groups: parametric and nonparametric methods.			
CO5: Understand multivariate analysis procedure and performing statistical analysis.			
CO6: Acquiring sensitivity and critical thinking towards arguments and conclusions based on statistical studies.			
Pedagogy: ICT, Flip classroom, Practical			
LTP: 1:1:0			
Course type: Flexible			
Contact Hours: 26			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Create and Manage Data (5hrs) Introduction to SPSS- Purpose of SPSS- Define and create variables- Add variable labels- Add value labels- Define missing values- The compute Procedure: Creating new variables- Recode variables- Import Excel files.	5 Hours	CO1
Unit-2	Descriptive Statistics Measures of Central Tendency and Dispersion- Mean, Standard Deviation, Variance, Range, Kurtosis and Skewness – Frequencies - Graphs and Charts: Creating and Editing, Measures of Stability: Standard Error.	5 Hours	CO2
Unit-3	Inferential Statistics Parametric Tests: Cross tabulation and Chi- Square analyses – T-Test: Independent-Samples <i>t</i> Tests, Paired-Samples <i>t</i> Tests, One-Sample <i>t</i> Tests, Significance and Effect Size- One-Way Analysis of Variance - Bivariate Correlation - Simple Linear Regression. Non- Parametric Tests: Mann-Whitney U Test - Wilcoxon Test - Binominal test of Equality – Kruskal-Wallis Test - Spearman’s Correlation.	11Hours	CO3,4
Unit-4	Multivariate Analysis Reliability Analysis - Factor Analysis – Create a correlation matrix, Factor Extraction, Rotation - Cluster Analysis – Hierarchical and Centroid based analysis.	5Hours	CO5,6

Reference Books:

1. Darren George and Paul Mallery (2020). IBM SPSS Statistics 26 Step by Step, sixteenth edition, Routledge, Third Avenue, New York.
2. Manfred Te Grotenhuis and Annke Matrhijssen (2015). Basic SPSS. Sage. California.
3. James O. Aldrich and James B. Cunningham (2015). Using IBM-SPSS Statistics: An Interactive Hands-On Approach. 2nd ed. SAGE Publications, Inc.

Third Semester

Course Title : INNOVATION AND ENTREPRENEURSHIP			
Course Code: M20MK0301			
Course Description: This course deals with the study of innovation. Students are expected to understand and identify strategies to promote ideas on innovative products or services and necessary actions to implement them successfully. It also seeks to promote entrepreneurial culture and development of own business plan.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1.to enable students to understand the basic concepts of creativity and innovation 2.to understand the role entrepreneurship in economic development 3.to familiarize with the ecosystem entrepreneurship development and for startups 4.be conversant with the process of identifying business opportunity & prepare a business plan 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Understand the concepts of creativity and innovation CO2: Internalize the ingredients of entrepreneurship CO3: Know the process of business opportunity identification CO4: Understanding the current eco system CO5: Develop their own business plan CO6: Practical exercises on start up ventures			
Course Pre-requisites: Business & Economics			
Pedagogy: ICT, Problem solving, Case based			
LTP: 3:1:0			
Course type: HC			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Creativity and Innovation: Creativity Meaning- Definitions and Features; Components- indicators- Nature of Creative Process- Impediments to Creativity- Innovation and Entrepreneurship- Role and Importance of Innovations in Entrepreneurial Success; - Myths/ Misconceptions of Innovation- Principles of Innovation- Systematic Innovation- Sources of Innovative Opportunities- Types of Innovation- Product-Process- Service Innovations ; Radical-Incremental- Disruptive and Frugal Innovations, Innovation Strategies- Blue Ocean- ERRC Framework- Red Ocean Strategy- Case Study	13Hours	CO1
Unit-2	Entrepreneurship- Importance, Definition and Types of Entrepreneurs, Charms of being an Entrepreneur, Entrepreneurial Competencies, Managerial versus Entrepreneurial Decision Making; Myths about entrepreneurship; Role of Entrepreneurs in economic development : Entrepreneurship Development Eco-system; Start up Policy - growth of startups in India-Issues and Challenges- Social Entrepreneurship – Case Study	13Hours	CO2

Unit-3	Business Opportunity Identification and Selection- Business Opportunity- Nature and Importance- Sources to generate potential ideas- Methods of Idea generation- Opportunity Evaluation – Porters Five Forces Model- John Mullin’s Domain Framework- Alexander Osterwalder’s Business Development Model. Practical Exercise: Development of Business Model	13Hours	CO3 & CO4
Unit-4	Business Plan- Introduction- Developing Business Plan- Plan is not the Business- Developing a well-conceived Business Plan- For whom? – Elements of Business Plan- Guidelines for a good plan; Pitfalls in Business Planning and avoidance of the same. Case Study: Practical Exercise: Business Plan Preparation and Presentation	13Hours	CO5 & CO6

Reference Books:

1. Entrepreneurship, Rober D. Hisrich, Michael P.Peters and Dean A. Shepherd, 10/e, McGraw-Hill Education, 2017.
2. Entrepreneurship Development-Small Business Enterprises, Poornima Charantimath, 2/e, Pearson Edition, 2013.
3. Entrepreneurship, Rajiv Roy, Oxford University Press, 2011.
4. Entrepreneurship – Strategies and Resources, Mark. J. Dollinger, Pearson Edition.2003.
5. New Age of Innovation, C.K Prahalad and MS Krishnan, McGraw-Hill Education, 2008.
6. Innovation and Entrepreneurship, Peter F. Drucker, Harper Business, 2007.
7. New Venture Creation, Jeffry A. Timmons and Stephen Spinelli, Tata McGraw Hill Education, 2007.

Finance
Course Title: SECURITIES ANALYSIS AND PORTFOLIO MANAGEMENT
Course Code: M21MKS311
Course Description: This course introduces the students to know different investment avenues available for investment and enables them to select and suggest appropriate investment options based on valuation of long term securities, their Risk and Return. The course enables the students to undertake fundamental and technical analysis of stocks using charts and chart patterns for short term and long term decision making. The use of portfolio evaluation techniques by individuals and organizations helps in Evaluation of Portfolio and Portfolio Revision.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Understand the concept of valuation of long term securities and investment alternatives. 2. Gain knowledge about risks & expected returns of securities. 3. To use fundamental and technical analysis tools for short term and long term investment decisions. 4. To gain knowledge on modern portfolio theories and evaluate portfolio performance.

Course Outcomes: On successful completion of this course students shall be able to: CO1: Calculate the price of long term securities and trade in the stock markets. CO2: Analyze the risk and return of individual security and expected return and risk of portfolio. CO3: Apply fundamental analysis for long term investment decisions. CO4: Analyze stock prices using technical analysis tools for investment decision. CO5: Evaluate the performance of investment portfolio. CO6: Revise the portfolio for better performance.			
Course Pre-requisites: This course requires knowledge of Business Statistics, basic mathematics that includes multiplication, cross multiplications, division and knowledge of Standard Deviation etc. Awareness of basic information about investments, business newspaper reading and watching business news and stock market related news.			
Pedagogy: Direct Method, ICT, , Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Investments: Meaning of Investments and Securities, Investment attributes, Ingredients of successful investment strategy, Investment alternatives, Investment Process, Valuation of Long term securities (Theory & Problems).	9 Hours	CO1
Unit-2	Risk and Return Concepts: Concept of Risk, Types of Risks, Calculation of return, expected return, Measurement of systematic and unsystematic risk. Concept of Portfolio and diversification. Calculation of portfolio expected return & risk (Theory & Problems).	10 Hours	CO2
Unit-3	Fundamental Analysis: Concept, Economic, Industry and Company Analysis, Forecasting Techniques. Concept of intrinsic value. Technical Analysis: Dow Theory, Charting techniques, Japanese Candlesticks, Efficient Market Hypothesis, Mathematical indicators, Elliot wave theory. Trend and trend reversal patterns (Theory & Problems).	10 Hours	CO3, CO4
Unit-4	Portfolio Analysis: Modern Portfolio Theory, Dominant and efficient portfolio, single index and Markowitz Diversification Model. CAPM - Concept, Assumptions, CML, SML. APT - Concept, Assumptions. Portfolio Performance Evaluation: Sharpe, Treynor and Jensens' measure, Portfolio Revision (Theory & Problems).	10 Hours	CO5, CO6

Reference Books:

1. Security Analysis and Portfolio Management, S. Kevin, 2/e, PHI Learning Private Limited, 2016.
2. Investment Analysis and Portfolio management – Prasanna Chandra, 5/e, McGraw Hill Education (India) Private Limited, 2017.
3. Security Analysis & Portfolio Management – Punithavathy Pandian, 2/e, Vikas Publishing House Pvt. Ltd., 2013.
4. Investment Management, V. K. Bhalla, 17/e, S. Chand and Company Limited, 2011.

Course Title: FINANCIAL DERIVATIVES			
Course Code: M21MKS312			
Course Description: This course is designed to gain knowledge about derivative instruments & markets, types of risk in business and risk management tools and process to minimize the risk. The course enables the students to value the futures, forwards and options to explore the possibilities of making arbitrage profits using options, forwards and futures. The use of option trading strategies and concept of value at risk helps to minimize the risk in business.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Gain knowledge on risk management process and derivative markets. 2. understand the valuation procedure of futures and forwards 3. know the valuation procedure of options and arbitrage profit opportunities using options. 4. Understand option trading strategies and measure risk. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Understand the risks in business using risk management tools and process. CO2: calculate the value of futures and forwards contracts. CO3: compute margin amounts and maintain margin account. CO4: analyze the arbitrage opportunities using options. CO5: use option trading strategies to hedge the risk and make profits. CO6: assess the value of asset at risk.			
Course Pre-requisites: This course requires knowledge about business statistics, basic mathematics that includes multiplication, cross multiplications, division, Logarithms etc. Awareness of basic information about security markets.			
Pedagogy: Direct Method, ICT, , Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Risk Management: Introduction to Risk, Overview of risk, Risk identification and Risk Evaluation, Risk assessment & Management, Risk control. Derivatives: Types of derivatives, futures and forward markets, commodity futures market, trading and settlement procedures of futures (Theory only).	9Hours	CO1
Unit-2	Risk Management using futures and forwards: Types of Futures, valuation of futures, commodity futures, stock futures, index futures, hedging using futures and arbitrage opportunities, valuation of forward contracts, margins – mark to market, difference between futures and forwards (Theory and Problems).	10Hours	CO2 & CO3
Unit-3	Risk Management using Options: Types of options, Valuation of option: Basic model, Binomial model, Black and Scholes Model, factors affecting option pricing, stock options, options on stock index, options on futures, arbitrage profits in options, put-call parity mechanism of options (Theory and Problems).	10Hours	CO4
Unit-4	Hedging using options: Trading strategies involving options – spreads and combinations, Option Greeks – Delta, Theta, Gamma, Vega, and Rho. Value at Risk (VAR): Single asset and portfolio, Model building approach (Theory and Problems).	10Hours	CO5 & CO6

Reference Books:

1. Options, Futures & Other Derivatives, John C. Hull, 7/e, Pearson Education, 2016.
2. Futures and Options, N D Vohra & B R Bagri, 2/e, Tata McGraw-Hill Publishing Company Limited, 2007.
3. Introduction to Risk Management and Insurance, Mark S. Dorfman & David A. Cather, 10/e, Pearson Education, 2012.
4. Financial Derivatives (Theory, Problems and Concepts), S L Gupta, 2/e, PHI Learning Private Limited, 2017.

Course Title: Advanced Cost and Management Accounting			
Course Code: M21MKS313			
Course Description: This course involves the in depth study of the principles and objectives of the techniques and theories used in cost and management accounting, such as preparation of cost sheet and tender quotations, different methods of cost controlling techniques used by the organisations. The strategic and behavioural implications and impacts of planning and control.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. understand the various concepts and elements of cost and management accounting. 2. Know the various cost accounting methods used by the manufacturing concerns. 3. Know the process and elements of Activity Based costing and product life cycle costing. 4. understand the various elements of marginal costing and standard costing technique. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Demonstrate an understanding of an ability to apply advanced manufacturing cost accounting techniques. CO2: Apply the procedure for preparation of estimated cost sheet or price quotations. CO3: Understand the various cost accounting methods adopted by the manufacturing concerns. CO4: Understanding cost allocation of support departments, and allocation of common costs and revenues. CO5: apply the Marginal costing and Break even analysis techniques under appropriate situations. CO6: know the importance and apply the standard costing techniques in managerial decision making.			
Course Pre-requisites: This course requires knowledge about fundamentals of Accounting, Business Statistics, basic mathematics that includes multiplication, cross multiplications, division. etc.			
Pedagogy: Direct Method, ICT, , Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO

Unit-1	Nature and Scope of Cost and Management Accounting: Introduction, Meaning, Definitions and Objectives of Cost Accounting and Management Accounting, Cost accounting Vs Management Accounting, Cost Centres and Cost unit. Elements of Cost: Material, Labour and Overheads. Preparation of Cost Sheet and Price Quotations (Theory and Problems).	10 Hours	CO1
Unit-2	Methods of Costing: Job and batch Costing – Objectives, batch costing procedure, Economic Batch Quantity (EBQ). Process Costing – process losses and wastages, treatment of normal and abnormal losses (Theory and Problems).	10 Hours	CO2
Unit-3	Activity Based Costing – Meaning, Importance, Characteristics, Elements and Steps involved, Levels of Activities, Advantages & Limitations, Cost and Cost drivers, Methods of allocating Costs in Cost Centres using Direct Method. Product Life Cycle Costing(PLC): Introduction, Phases and Characteristics of Product Life Cycle (Theory and Problems).	9 Hours	CO3 & CO4
Unit-4	Marginal Costing and standard costing: Meaning, Advantages, Limitations and Applications, Break Even Analysis, Cost-Volume Profit Analysis, Margin of safety. Standard costing: Concept, Advantages, Limitations, Variance analysis: Favourable and unfavourable variances, Material variances, Labour Variances (Theory and Problems).	10 Hours	CO5 & CO6

Reference Books:

1. Cost Accounting, Jawahar Lal & Seema Shrivastava, 6/e, Tata McGraw Hill, New Delhi. 2021.
2. Cost and Management Accounting, M.N. Arora, 11/e, Vikas Publishing House, New Delhi, 2021.
3. Cost & Management Accounting, Ravi M Kishore, 6/e, Taxmann’s New Delhi, 2019.
4. Cost and Management Accounting, S. N. Maheshwari, 14/e, Sultan Chand & Sons, New Delhi, 2013.

Marketing
Course Title: Consumer Behavior
Course Code: M21MKS321
Course Description: This course intends to familiarize students with consumer behaviour concepts and perceived process of consumer behaviour. Consumer behaviour is an outcome of nature and nurture interaction. As such, the course also explores how both internal and external

factors influence consumer behaviour. Along with these theoretical, conceptual, and model based discussion, this course introduces students to Consumer research.

Course Objectives: The objectives of this course is to:

- Introducing students to the domain of consumer behaviour and the processes
- Exploring the internal and external factors' influence on consumers
- Educating students about the area of consumer research

Course Outcomes: On successful completion of this course students shall be able to:

CO1: Explain the domain of consumer behaviour from scientific perspective.

CO2: Appraise the internal factors' influencing on one's buying decision making behaviour

CO3: Logically analyze and critically think about the consumer behaviour based on decision-making models

CO4: Effectively conceptualize the role and influences of socio-cultural phenomena on consumer behaviour

CO5: Hone problem solving skills such as learned decision making on the basis of consumer behaviour knowledge

CO6: Understanding the equilibrium of the consumer behaviour and scope in convenient usage of the consumer behaviour knowledge in marketing.

Pedagogy: Lectures using PPTs, Group Discussions, Audio-Visuals

LTP: 2:1:0

Course type: Hard Core

Contact Hours: 39

Units	Detailed Syllabus	Contact hours	CO
Unit-1	<p>Consumer Behaviour and Internal Influences on Consumer Behaviour-1 Consumer Behaviour as a process, Consumer's impact on Marketing Strategy, Marketing's impact on Consumers, Internal influences on Consumer Behaviour, Perception: Sensation, the Stages of Perception Marketing Applications of- Classical Conditioning, Instrumental conditioning, Gamification, Cognitive Learning Theory, Memory Systems, Retrieval of memories and its impact on buying behaviour. Motivational Process-Motivational Strength, Motivational Direction, Consumer needs classification</p>	12 Hours	CO1
Unit-2	<p>Internal influences on Consumer Behaviour- II Affect-Positive Affect: Happiness, Negative Affect: Disgust, Envy, Guilt, Embarrassment, Personality and Lifestyle: Freudian Theory Neo-Freudian theories, Trait Theory, The influence of personality traits on consumer behaviour, Brand personality, Life styles and consumer identity, Product complementary and Co-branding strategies, Psychographics</p>	8 Hours	CO2
Unit-3	<p>Decision-Making Models and Consumer Research on Buying The Self, Gender identity and the body, Decision Making: Cognitive decision making, Habitual decision making, Collective decision making, Family decision making, Models: The Howard-Sheth Model, The Nicosia Model, Engel, Blackwell and Miniard (EBM) Model, Marshallian Model</p>	12 Hours	CO3 & CO4

	Buying, Using and Disposing:, Situational effects on consumer behaviour, The shopping experiences, Post purchase satisfaction and disposal, Consumer and Social Well-being: Business Ethics and Consumer rights, the Dark Side of Consumer Behaviour, Consumer Research		
Unit-4	<p>Consumers in their Social and Cultural Setting</p> <p>Income and Social Class, Income and consumer identity, Social class and consumer identity, Status symbol and social Capital, Groups and social media, Groups, Opinion Leadership, The social media Revolution</p> <p>Culture: Cultural Systems, The Cultural Movement, Culture production process, High and low culture, Cultural stories and ceremonies</p>	7 Hours	CO5 & CO6

Reference Books:

1. Solomon R. Michael (2018). Consumer Behaviour- Buying, Having, and Being. (12th Edition)
2. Consumer Behaviour - Leon Schiffman, Joseph Wisenblit, S. Ramesh, 12/e, Pearson Education Limited, 2018
3. Consumer behavior – Isabelle Szmigin, Maria Piacentini, 2/e, oxford university press, 2018.

Course Title : INTEGRATED MARKETING COMMUNICATION
Course Code: M21MKS322
Course Description: The objective of the course is to acquaint the students with essential concepts and techniques for the development and designing of an effective Integrated Marketing Communication programme. It provides the learning about various communication tools and its effectiveness, in such a way that fosters the creative ideas from the learners for development of effective marketing communication programme.
<p>Course Objectives: The objective of this course is to:</p> <ol style="list-style-type: none"> 1. To provide an in-depth understanding of integrated marketing communications concepts. 2. To Understand communication process. 3. To plan Marcom Objectives and budget. 4. To research and evaluate an organisations marketing and promotional situation in order to develop effective communication strategies and programmes.
<p>Course Outcomes: On successful completion of this course students shall be able to:</p> <p>CO1. Outline the nature of IMC and describe its environment;</p> <p>CO2. Evaluate creative strategies in the light of given marketing objectives and strategies.</p> <p>CO3. Explain how to set IMC objectives and formulate an IMC budget.</p> <p>CO4. Analyse and evaluate the cost effectiveness of various forms of media.</p>

CO5: Know the process of marketing and importance of advertising and promotion in organization to market its product, service, ideas etc., is learned and is understood.			
CO6: Understand the effectiveness of advertising and its social responsibility with campaigns through Case studies.			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 3:1:0			
Course type: Soft core			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	An Introduction to Integrated Marketing Communication (IMC): Meaning and role of IMC in Marketing process, one voice communication V/s IMC. Introduction to IMC tools – Advertising, sales promotion, publicity, public relations, and event sponsorship; The role of advertising agencies and other marketing organizations providing marketing services and perspective on consumer behaviour Case Study	9Hours	CO1
Unit-2	Understanding communication process: Source, Message and channel factors, Communication response hierarchy- AIDA model, Hierarchy of effect model, Innovation adoption model, information processing model, The standard learning Hierarchy, Attribution Hierarchy, and low involvement hierarchy Consumer involvement- The Elaboration Likelihood (ELM) model, The Foote, Cone and Belding (FCB) Model Case Study	10Hours	CO2
Unit-3	Planning for Marketing Communication (Marcom): Establishing marcom Objectives and Budgeting for Promotional Programmes- Setting communication objectives, Sales as marcom objective, DAGMAR approach for setting ad objectives. Budgeting for marcom-Factors influencing budget, Theoretical approach to budgeting viz. Marginal analysis and Sales response curve, Method to determine marcom budget. Case Study	10Hours	CO3 & CO4
Unit-4	Developing the Integrated Marketing Communication Programme: Planning and development of creative marcom. Creative strategies in advertising, sales promotion, publicity, event sponsorships etc. Creative strategy in implementation and evaluation of marcom- Types of appeals and execution styles. Media planning and selection decisions- steps involved and information needed for media planning. Measuring the effectiveness of all Promotional tools and IMC. Case Study	10Hours	CO5 & CO6

Reference Books:

1. Advertising & Promotion- An Integrated Marketing Communications Perspective, 2017
2. George Belch, Michael Belch & Keyoor Purani, TATA McGraw Hill

Course Title : SALES AND DISTRIBUTION MANAGEMENT			
Course Code: M21MKS323			
Course Description: This course is meant to make students understand fundamentals of Sales Management and Distribution Management. Since many students with Marketing Specialization start their career in sales, business development, retailers, wholesalers and distributors handling, it is essential to study basics of personal selling, sales management, distribution dynamics, various channels of distribution etc. Through this course, students will be equipped with basic skills required in sales and distribution management.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To understand the roles and responsibilities of sales function 2. To manage the channel efficiency and effectiveness 3. To manage and enhance the sales force productivity and performance 4. To plan and implement an effective sales strategy for their organizations 5. To implementation of effective IT system for channel. 6. To manage the international distribution channel effectively. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Understanding of the various roles, responsibilities and policies of sales function CO2: Ability to design and implement various channel strategies CO3: Ability to design sales forecasting and sales budget. CO4: Understand channels and number of channel intermediaries required. CO5: Understand the different international distribution channels. CO6: Understand the supply chain & logistics eco system			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 2:1:0			
Course type: Soft core			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to sales and distribution Management: Nature and Importance of Sales Management, Role and Skills of Modern Sales Managers, Types of Sales Managers/Sales Management Positions, Sales Objectives, Strategies and Tactics, Emerging Trends in Sales Management, Linking Sales and Distribution Management. Organizing & Driving Sales Efforts: Personal Selling: Introduction, Buying Decision Process, Buying Situations or Types of Purchases, Effective Communication, Sales Knowledge and Sales Related Marketing Policies, The Sales Process or the Personal Selling Process, Transactional and Relationship Selling.	9Hours	CO1
Unit-2	Planning, sales forecasting and budgeting: Planning, Sales Forecasting and Budgeting, Marketing and Personal Selling Strategies, Integrated Marketing Communications (IMC), Sales Strategy-A Strategic Decision Area, Developing Sale Forecast, Forecasting Approaches, Sale Forecasting Method, Sales Budgets.	13Hours	CO2

	Management of Sales Territories and Quotas , Assigning Salespeople to Territories, Managing Territorial Coverage, Sales Quotas or Sales Targets. Organising and Staffing the Salesforce : - Concepts of Sales Organisation, Basic Types of Sales Organisational Structures, Specialisation within Sales Organisation, Size of the Salesforce, Staffing the Salesforce. Controlling the Salesforce , Sales and Marketing Intelligence System, Marketing Audit, Evaluation of Effectiveness of Sales Organisation, Evaluating and Controlling the Performance of Salespeople.		
Unit-3	Distribution Management , Need for Distribution Channels, How Does Distribution Add Value, Distribution Channels for Rural Markets. The Marketing Channel , Channel Formats Possible, Relationship of Flows to Service Levels, Prominent Channel Systems, Retailing & Wholesaling. Designing Channel Systems , Channel Design and Planning Process, Selecting Channel Partners, Channel Design Implementation.	7Hours	CO3 & CO4
Unit-4	Channel Management , What is channel conflict, channel policies. Channel Information Systems, Elements of Channel information system , Channel performance evaluation, Channel Implementation. Market logistics and supply chain Management , Extension into Supply Chain Management, Difference Between Logistics and Supply Chain Management, Logistics and Other Functions-Interface, Focus Areas of Logistics and SCM, Advances in Supply Chain Management, Technology in Logistics. International SDM : Nature of International Markets, Sales & distribution management in international markets.	10Hours	CO5 & CO6

Reference Books:

1. Krishna K. Havaldar, Vasant M. Cavale, Sales and Distribution Management - Text and Cases, Third Edition, McGraw Hill Education.
2. Richard R. Still, Edward W. Cundiff, Norman A.P. Govoni, Sales and Distribution Management - Decisions, Strategies, and Cases, Sixth edition, Pearson Education.
3. Gupta S.L., Sales and Distribution Management - Text and Cases - An Indian Perspective, Excel Books, 2008.

Human Resource
Course Title: CROSS CULTURAL MANAGEMENT
Course Code: M21MKS331
Course Description: The course provides with an understanding of the contextual knowledge, cross cultural skills and multiple perspectives required to manage and work across cultures in a changing global business environment. It offers conceptual frameworks for systematically understanding the notion of culture, cultural synergies and differences, and the convergence and divergence in cultural norms and values.

Course Objectives: The objective of this course is to:			
<ol style="list-style-type: none"> 1. understand the importance of cross culture in conduct of business. 2. use a repertoire of behavioural skills appropriate for different cross situations 3. Interpret behaviour, attitudes and communication styles of people from different cultures correctly. 4. Evaluate cross cultural team management. 			
Course Outcomes: Student will be able to understand: CO1: understand importance of cross culture in conduct of business. CO2: adapt behavioural skills appropriate for different cross situations CO3: Managing required behaviour, and attitudes CO4: communication styles of people from different cultures correctly CO5: to develop cross cultural team management CO6:			
Course Pre-requisites: Students should be familiar with the basics of human resource management.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction – Determinants of Culture – Facets of culture – Levels of Culture – National Cultural dimensions in the business context – The influence of National Culture on business culture. Business Cultures: East and West. Cultural Dimensions and Dilemmas: Value orientations and Dimensions – Reconciling cultural dilemmas – Culture and Styles of Management: Management tasks and cultural values.	10 hours	CO 1
Unit-2	Culture and Organizations: Culture and corporate structures – Culture and Leadership – Integrated Cross-Cultural Model of Leadership - Strategy of Cross Cultural Management: Designing and Implementing Strategy: Formal Strategy Planning – Analyzing Resources and the Competition – Positioning the Company – Implementation – Emergent Strategy – Cultural change in Organizations- Culture and marketing – Cultural Diversity.	10 hours	CO 2
Unit-3	Culture and Communications: Business communication across cultures – Cross culture communication process – communication styles - Barriers to intercultural communication – Negotiation and Conflict Resolution across Cultures - Negotiating Internationally.	10 hours	CO 3 & 4
Unit-4	Cross Cultural Team Management: Working with International teams – Groups processes during international encounters – Conflicts and cultural difference – Multicultural Work Groups - Understanding and dealing with conflicts – Developing Intercultural relationships.	9 hours	CO 5 & 6

Reference Books:

1. Understanding Cross-Cultural Management, Marie-Joelle Browaeys and Roger Price:, Pearson, 4/e, 2019.
2. Cross Cultural Management, David C.Thomas:, 4/e, Sage Publications, 2019.
3. Cross Cultural Management: Knowledge Management Perspective, Nigel Holdon, , Pentice Hall, 2012.

Course Title : PERFORMANCE AND REWARD MANAGEMENT			
Course Code: M21MKS332			
Course Description: This course examines the importance of an effective performance and Reward management system in helping organizations define and achieve short-term and long-term goals. It explains and reinforces the concept that performance and reward management is not a one-time supervisory event, but an ongoing process of planning, facilitating, assessing, and improving individual and organizational performance.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Understand the Significance of Performance Management 2. Comprehend Different methods of Performance Management system 3. Analyse Reward System and its benefits 4. Evaluate the best reward practices for every job description 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Define the Implication of Performance Management System CO2: Identify the impact of Performance Management system and Employee Development CO3: Compare the best practices of Performance Appraisal CO4: Examine about the Reward System and its Benefits CO5: Distinguish Monetary and Non-Monetary Benefits CO6: Categorize the types of benefits			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 2:1:0			
Course type: Soft core			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Performance Management System – PMS as a system and Process – Difference between PMS and Performance Appraisal – Reasons for PMS – Performance Management framework – Challenges in current scenario	10 Hours	CO1
Unit-2	Performance Management Techniques and Employee Development - Methods of performance Appraisal at all levels - Balance Score card – 720-degree performance Appraisal – Potential Appraisal - Mentoring and monitoring –Career development	10 Hours	CO2 and CO3
Unit-3	Reward System – Job Evaluation Methods – Compensation and its types – pay for performance - wage differentials – wage curve – Pay structure and methods of payment- Benefits of Reward	9 Hours	CO4
Unit-4	Monetary and Non-monetary Benefits – Various forms of monetary benefits – non-monetary rewards and incentives – Fringe benefits – Incentive Schemes and profit sharing methods	10 Hours	CO5 and CO6

Reference Books:

1. Florence Stone , Performance and Reward Management, John Wiley and Sons, 2002.
2. Prem Chadha, Performance Management, Macmillan, 2012.
3. A S Kohli, T.Deb, Performance Management, Oxford Higher Education, 2012.

Course Title : LABOUR LEGISLATION			
Course Code: M21MKS333			
Course Description: The course is most suitable for effective human resource practice; the knowledge of Labour Legislation is an indispensable part and to enable the students to have a good base in Labour Law, this paper focuses on various Labour legislations, dispute solving machineries and Judicial setup.			
Course Objectives: The objective of this course is to: <ul style="list-style-type: none"> 9. To acquaint students with labour legislation enacted in India 10. To know the development and the judicial setup of Labour Legislation. 11. To learn the salient features of welfare and wage Legislations. 12. To learn the laws relating to Industrial Relations, Social Security and Working conditions. 			
Course Outcomes: On successful completion of this course students shall be able to: <ul style="list-style-type: none"> CO1: Investigate solutions to industrial relations problems based on research and assessment of current practices. CO2: Understand salient features of welfare and wage Legislation and apply appropriate theoretical and practical methods in the practice of employee disciplinary activity. CO3: Assess the knowledge about the working condition and labour relations. CO4: Focus on laws of social security with conceptual, descriptive, analytical and legal aspects. CO5: Learn and understand the laws relating to industrial relations, social security, working condition and also to learn the new developments. CO6: Build and develop policies and devising programmes to promote decent work. 			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 2:0:0			
Course type: Soft core			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Labour Legislation: An Industrial Jurisprudence Constitution and Labour legislation; Fundamental rights Vs labour laws, Equality, Economic and social justice before law and its application in Labour legislations; Need for labour legislation - principles of labour legislation; Types of Labour Legislation. International Labour Organization: Aims and objects; Setting labour standards, Labour code and conventions; Developing policies and devising programmes to promote decent work.	9 Hours	CO1
Unit-2	Laws on Working condition & Industrial Relations The Factories Act, 1948 - Industrial Disputes Act; Trade Unions Act 1926; Contract Labour (Regulation and Abolition) Act 1970 - The Payment of Wages Act, 1936 - The Minimum Wages Act, 1948.	11 Hours	CO2
Unit-3	Laws on Social Security Employees' State Insurance Act, 1948 - The Employees' Provident Funds and Miscellaneous Provisions Act, 1952 - The Payment of Gratuity Act, 1972 (as amended upto 29-3-2018) - The Maternity Benefit Act, 1961.	10 Hours	CO3 & CO4
Unit-4	Recent Development in labour legislation Emergence of Labour Code in India - Labour Code on Wages 2019; Industrial Relations Code 2020; Labour Code on Social Security 2020; Occupational, Safety, Health and Working Conditions Code 2020.	9 Hours	CO5 & CO6

Reference Books:

1. P.C. Tripathi, C. B. Gupta & N.D. Kapoor. (2020). Industrial Relations and Labour Laws, Sultan Chand & Sons, New Delhi, Edition 6.
2. A.M. Sarma, Industrial Relations and Labour Law, Himalya Publishing House.
3. N.D. Kapoor, Elements of Merchantile Law, Sultan Chand & Sons, New Delhi.

Operations			
Course Title: SUPPLY CHAIN AND LOGISTICS MANAGEMENT			
Course Code: M21MKS341			
Course Description: The Supply Chain and Logistics Management covers five basic concepts of supply chain, logistics, operations, planning, and sourcing, followed by a capstone course in Supply Chain Management Strategy. The Supply Chain Logistics course will cover transportation, warehousing and inventory, and logistics network design. The Supply Chain Operations deals with the techniques that are used to optimize flow in various sectors mainly the manufacturing sectors, In the Supply Chain Planning it can be mastered through different forecasting approaches that leads to productivity to a greater extent. The Supply Chain Sourcing deals with different techniques that help us to create lasting and productive supplier relationships. Supply Chain Management Strategy will resolve and solve a real-life business cases.			
Course Objectives: The objective of this course is to: 1. impart the fundamentals of logistics and supply chain management and to apply them to various manufacturing problems. 2. describe the increasing significance of logistics and its impact on both costs and service in business and commerce. 3. incorporate and learn the critical elements of logistics and supply-chain management processes based on the most relevant application in forward-thinking companies. 4. develop criteria and standards to achieve improved business performance by integrating and optimizing the total logistics and supply-chain process.			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Understand the importance of supply chain and logistics of an organisation and its application in various sectors & sourcing management techniques to manufacturing systems. CO2: The students should be able to apply the right information through the help of forecasting techniques for transportation modes. CO3: Students should be able to understand the applications and forecasting of warehousing & Distribution CO4: Analyze the demand forecasting techniques to meet the needs of the market CO5: Apply various analytical methods and tools so that students are able to measure and evaluate Inventory process CO6: Understand practices in SC and LM that differentiate successful firms from others and the challenges in SC and LM through a real industry project.			
Course Pre-requisites: Basics of Demand Forecasting, Material Management, Production and Operations Management.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO

Unit-1	INTRODUCTION TO SUPPLY CHAIN AND LOGISTICS MANAGEMENT: Concept of Supply and SCM, Concept of Logistics and logistics Management, Value Chain, Elements of Supply Chain efficiency, Flow in supply chains, Key issues in supply chain management, Outsourcing – 3 PLs – 4 PLs – Bull whip effect – SC Relationships – Conflict resolution – Harmonious relationship –	9Hours	CO1
Unit-2	TRANSPORTATION, WAREHOUSING & DISTRIBUTION: Transportation: Introduction – Position of transportation in SC and LM – Elements of transportation cost – Modes – Multimodal transport – Containerization – Selection of transportation modes – Transportation decision – Transportation network: routing & scheduling – Warehousing & Distribution Centres: Introduction – Concepts – Types – Functions – Strategy – Design – Operational Mechanism	10Hours	CO2 & CO3
Unit-3	INFORMATION, DEMAND FORECASTING, INVENTORY MANAGEMENT: Information: Position of Information in L&SCM – Logistical Informational Systems – Operational Logistical Informational Systems – Demand Forecasting: Nature & Components – Impact of forecast on L&SCM – Effective forecasting – Techniques – Selection – Principles – Inventory: Concepts – Types – Functions – Elements – Inventory management – ABC analysis – ABC-VED matrix – Materials Requirement Planning – Distribution Requirement Planning – Just in Time System – Prerequisites	10Hours	CO4 & CO5
Unit-4	SC and LM ADMINISTRATION: Organization: Introduction – Evolutionary trends of L&SCM – Principles – Factors. Performance Measurement: Introduction – Dimensions – Basic tools – Impediments to improve performance Decision making and application: Decision making in SC – Applications of SCM – E – Commerce – Reverse logistics – Cases in Paper industry – Automobile/Furniture/Cement Industry.	10Hours	CO6

Reference Books:

1. Supply Chain Management, Strategy, Planning, and Operation, Sunil Chopra & Peter Meindl, 3/e, PHI Learning Private Limited, 2007.
2. Textbook of Logistics & Supply Chain Management, Agrawal D. K., 1/e, MacMillan Publishers India Ltd., 2010.
3. Modelling the Supply Chain, Jeremy F. Shapiro, 2/e, Duxbury Applied Series Cengage Learning, 2009.

Course Title: OPERATIONS RESEARCH APPLICATIONS
Course Code: M21MKS342
Course Description: Operations research helps in solving problems in different environments that needs decisions. The course covers topics that include: linear programming, integer programming dynamic programming, simulation techniques. Analytic techniques will be used to solve problems facing business managers in decision environments also it provides an in-depth insight into the concepts, theories, and techniques of Operations Research and their applications to planning, control, performance which could be successfully used for improving the quality of managerial decisions.
Course Objectives: The objective of this course is to: 1. understand and analyze managerial problems in industry so that they are able to use resources more effectively. 2. knowledge of formulating mathematical models for quantitative analysis of managerial problems in

industry.			
3. use of Operations Research approaches and computer tools in solving real problems in industry.			
4. understand mathematical models for analysis of real problems in Operations Research.			
Course Outcomes: On successful completion of this course students shall be able to:			
CO1: apply OR and frame a LP Problem with solution under graphical and simplex methods.			
CO2: solve problems of integer and dynamic programming and implement the same in developing dynamic models.			
CO3: understand the importance of probability theory to develop critical thinking			
CO4: analyse the importance of decision theory in business management.			
CO5: build and simulate the problems of queuing theory, inventory, budgetary etc using Monte Carlo techniques.			
CO6: understand the importance of simulation applications in today's industries			
Course Pre-requisites: Operations Research and Quantitative Techniques			
The use of mathematics to describe and analyze large-scale decision problems. Situations involving the allocation of resources, making decisions.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Linear Programming: Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Case Studies of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Simplex Method, The Simplex Algorithm, Penalty Cost Method or Big M-method, Dual of LPP, Importance of Duality Concepts, Formulation of Dual Problem,	9Hours	CO1
Unit-2	Integer and Dynamic Programming: Types of Integer Programming Problems, Gomory's All-IPP Method, Branch and Bound Technique Algorithm, Dynamic programming. Characteristics of dynamic programming. Dynamic programming approach for Priority Management employment smoothening, capital budgeting, Stage Coach/Shortest Path, cargo loading and Reliability problems.	10Hours	CO2
Unit-3	Theoretical Probability Distributions and Decision theory: Introduction - Random variables , Probability Distributions - Discrete probability distributions - Continuous probability distributions-Joint Probability Distribution-Bernoulli Distribution - Binomial Distribution - Poisson Distribution - Normal Distribution – Decision theory: Introduction, Decision making Environment, Maximum likelihood criterion, Expected value criterion for continuously distributed random variables, Variations of the expected value Criterion-Posterior Probabilities and Bayesian Analysis, Decision Tree Analysis, Utility Theory	10Hours	CO3 & CO4
Unit-4	Simulation theory: Introduction, Methodology of Simulation, Basic Concepts, Simulation Procedure, Application of Simulation Models (Queuing, Quality Control, Investment and Budgetary Problem, Job Sequencing, Maintenance Problem, Inventory Control, Networks Problem), Monte-Carlo Simulation.	10Hours	CO5 & CO6

Reference Books:

1. Problem in Operations Research (Principles and Solutions), Prem Kumar Gupta and Dr. D. S. Hira, 4/e, S. Chand and Company Private Limited, 2015.
2. Operations Research: Principles and Practice, Ravindran A, Phillips D. T, Solberg J. J., 2/e, John Wiley & Sons, 2009

Course Title: MATERIALS AND LEAN MANAGEMENT			
Course Code: M21MKS343			
Course Description: This course introduces the students to planning, sourcing, purchasing, moving, storing and controlling materials in an optimum manner so as to provide to its customers, at a pre-decided level at a minimum cost. Essentially, material management is the discipline of uniting the activities involved in the acquisition and use of material employed in the production of finished goods. Further, this course intends to equip students with updated knowledge of modern material management concepts and aims to develop their functional expertise in the discipline. Besides, students are introduced to principles and practices of lean management, inventory management, logistics and supply chain management.			
Course Objectives: The objective of this course is to: 1. understand the concept, functions, objectives and importance of material management function in an organization. 2. apply the knowledge of the Operating environment, strategies, MRP & ERP in production plan and to achieve the management capacity. 3. outline the need for Lean Management. 4. highlight different techniques of Lean implementation.			
Course Outcomes: On successful completion of this course students shall be able to: CO1: understand the Materials Management function starting from Demand Management through Inventory Management. CO2: Plan and implement suitable inventory handling principles. CO3: Implement suitable warehouse practices in the operations CO4: understand the need for Lean management System and CO5: Apply appropriate approaches to project using Lean tools and techniques. CO6: understand the working concept of lean principles and implementation.			
Course Pre-requisites: Basics of Material Management and Production and Operations Management.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Material Requirement Planning: Materials management-role, need, importance, strategies, costs techniques – impact on Working Capital and profits - Operating environment-aggregate planning - approaches master scheduling-manufacturing planning and control system-manufacturing resource planning -enterprise resource planning-making the production plan, Materials requirements planning-bill of materials-resource requirement planning manufacturing resource planning-capacity management-scheduling orders-production activity control-codification.	9Hours	CO1

Unit-2	Inventory and Warehouse Management: Inventory Management: Policy Decisions–objectives-control –Need for safety stock – inventory reduction techniques: ABC, FSN, VED - Retail Discounting Model, Newsvendor Model; EOQ and EBQ models for uniform and variable demand With and without shortages -Quantity discount models. Warehouse Management: Principles of storage – Warehousing functions – types - Stores management-stores systems and procedures-incoming materials control-stores accounting and stock verification- -operational efficiency-productivity- cost effectiveness-performance measurement – risks in inventory holding – regulations in inventory holding.	10Hours	CO2 & CO3
Unit-3	Introduction to Lean Management and Lean Elements and Systems: Introduction to seven waste and their narration; Evolution of lean; Global competition, Lean Manufacturing, Value flow and Muda, Muri and Mura, Need for LM, Meeting the stake holders requirement, Elements of LM. Various tool of LM, Fundamental blocks of Lean, Impact of Seiri Seiton Seiso Seiketsu and Shitsuke, Need for TPM, Pillars of TPM, Implementation of TPM, Overall Equipment Effectiveness (OEE) and its computation	10Hours	CO4 & CO5
Unit-4	Lean Systems and Implementations: Features manufacturing and services, Work flow, Small lot sizes, Pull Method, Kanban, A3 problem solving, Just In Time. Standardized work, Continuous improvement. Lean projects: Training, selecting the members, preparing project plan, implementation, review. Productivity Improvement: Process, machinery Operator and equipment.	10Hours	CO6

Reference Books:

1. The Toyota Way to Continuous Improvement, Jeffrey K. Liker and James K Franz, 1/e, Tata McGraw-Hill, 2011.
2. The Toyota Way to Lean Leadership, Jeffrey K. Liker and Gary L. Convis, 1/e, Tata McGraw-Hill, 2012.
3. The Machine that Changed the World, James P. Womack, Daniel T. Jones and Daniel Roos, 1/e, Free Press A Division of Simon & Schuster Inc., 2007.

Health Care Management
Course Title: HEALTHCARE ENVIRONMENT & MANAGEMENT
Course Code: M21MKS351
Course Description: The course imparts knowledge on planning, management, administration, and Healthcare Environment. This course facilitates the knowledge about infrastructure and staff of the hospitals and also students acquire the necessary skills that their career requires and prepare them for working in a professional environment.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To understand the factors that are to be considered for the functioning of hospital 2. To provide knowledge on various support and utility services of hospital. 3. To know hospital support and utility services influence patient care. 4. To learn about various specifications to be considered while planning for hospital Services as per the requirement of Health Care Regulations.
Course Outcomes: On successful completion of this course students shall be able to: CO1: To Identify planning and designing considerations while planning for services CO2: To Identify various critical components in planning of the hospital. CO3: To Articulate the functional requirements of the hospital in delivery of patient care.

CO4: To Understand the structure of Health Care Sector in India.			
CO5: To understand the Role of Medical, Nursing Staff, Paramedical and Supporting Staff.			
CO6: To understand the International Health system and regulations			
Course Pre-requisites: Basic knowledge of Banking			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 2:1:0			
Course type: Soft core			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction – Theoretical frame work - Environment - Internal and External – Environmental Scanning – Economic Environment – Competitive Environment – Natural Environment – Politico Legal Environment – Socio Cultural Environment - International and Technological Environment.	9Hours	CO1
Unit-2	A Conceptual Approach to Understanding the Health Care Systems – Evolution – Institutional Setting - Out Patient services – Medical Services – Surgical Services – Operating department – Pediatric services – Dental services – Psychiatric services – Casualty & Emergency services – Hospital Laboratory services – Anesthesia services – Obstetrics and Gynecology services – Neuro – Surgery service – Neurology services	10Hours	CO2 and CO3
Unit-3	Overview of Health Care Sector in India – Primary care – Secondary care – Tertiary care – Rural Medical care – urban medical care – curative care – Preventive care – General & special Hospitals-Understanding the Hospital Management – Role of Medical, Nursing Staff, Paramedical and Supporting Staff - Health Policy - Population Policy - Drug Policy – Medical Education Policy	10Hours	CO4
Unit-4	Health Care Regulation – WHO, International Health regulations, IMA, MCI, State Medical Council Bodies, Health universities and Teaching Hospitals and other Health care Delivery Systems	10Hours	CO5 and CO6

REFERENCES

1. Kataram, G.D. Kundars and S. Gopinath , Hospital Planning, Design and Management, Tata McGraw Hill.
2. Arun Kumar, (ed) Encyclopedia of Hospital Administration and Development, Anmol Publications, New Delhi.
3. Hospital Supportive Services-.L Goel and R Kumar, Deep & Deep Publications PVT.Ltd

Course Title: HEALTH CARE ETHICS , LAWS AND MEDICAL TERMINOLOGY			
Course Code: M21MKS352			
Course Description: To course help students, to understand the ethical aspects of health care delivery and the legal issues concerning the setting up and the adequate functioning of the hospital, and the judicious use of this knowledge in the day to day administration of care.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To know ethical principles in the hospital and day to day delivery of care for the patients. 2. To study the health care sector regulations for the establishment of the hospital Formation, Purchases and funding. 3. The impact of legal issues in healthcare 4. To know Medical Terminology 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: To apply the knowledge of ethics in the functioning of the hospital. CO2: To recognize healthcare scenario in terms of the regulations that govern the operational aspects of the hospital. CO3: To handle various issues related to healthcare setup and also manage the hospital. CO4: To apply the knowledge of basic terminologies in understanding the healthcare scenario and the diseases affecting the different systems CO5: To apply Laws pertaining to Hospitals. CO6: To be able to demonstrate the necessary knowledge, skill and competencies required for good administrator as significant contributor in healthcare			
Course Pre-requisites: Basic knowledge of Banking			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 2:1:0			
Course type: Soft core			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	ETHICS: Introduction, Ethics and Values, Work Culture, Code of Conduct in Hospitals and Medical Services, Fairness and Justices Administration, Social Responsibilities, Hippocrates oath, Declaration of Geneva, MCI (Professional conduct etiquette and ethics) Doctor Patient Relationship, Confidentiality, Autonomy, True Telling, Research Ethics issue in contemporary health care, Bio Medical Research (ethical issue relevance of ICMR guidelines) HIV, AIDS, Human Experiments, Clinical Trials, Life Support, Dying Declaration, Death Certificate, Post mortems.	9Hours	CO1
Unit-2	Laws relating Hospital Formation, Purchases and funding: Laws pertaining to Health: Central Births and Deaths Registration Act, 1969- Recent amendments – Medical Termination of Pregnancy Act, 1971 – Infant Milk Substitutes, Feeding, Bottles and Infant Food Act, 1992. Legal Implications Related to Establishment and Maintenance of Blood Bank -Legal implications related to ultra-sonography	10Hours	CO2 and CO3
Unit-3	Laws pertaining to Hospitals: Transplantation of Human Organs Act, 1994 – Pre-natal Diagnostic Techniques (Regulation and	10Hours	CO4

	Prevention of Misuse) Act, 1994 – Medical Negligence – Medico Legal Case – Dying Declaration-MCI act on medical education. The Biomedical Waste (Management and Handling) Rules-Radiation Safety System.		
Unit-4	Medical Terminology- Glossary of medical terms: major Diseases and medical specialties-Roots, Prefixes, Suffixes, Abbreviations and symbols-Common roots: element referring to, usage and definition-Common prefixes and suffixes-Common abbreviations: departments, time, general healthcare, routes of medication and laboratory-Symbols.	10Hours	CO5 and CO6

Reference Books:

1. BM Sakharkar, PRINCIPLES OF HOSPITAL ADMINISTRATION AND PLANNING – Jaypee brothers Publications.
2. Francis CM, Mario C de Souza ; HOSPITAL ADMINISTRATION – Jaypee brothers Medical Publisher
3. Medical Ethics, Health Legislation and Patient care in India-PC Chaubey, Suresh Publishers

Course Title: PATIENT CARE MANAGEMENT
Course Code: M21MKS353
Course Description: Patient care management is a course to assist students in managing patient's health care practices like scheduling appointments to short-term case management and chronic illness care management. It plans enhance care coordination, allowing patients to control universal healthcare needs better when adhering to simple directions from trusted clinicians and caregivers
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To explore Patient safety and patient risk management. 2. To check Quality in patient care management. 3. To know the Patient classification systems and the role of casemix 4. To staff preparedness Disaster management at hospitals.
Course Outcomes: On successful completion of this course students shall be able to: CO1: To explore the patient care, Patient counselling and Patient centric management. CO2: To analyze the Quality in patient care management. CO3: To adopt Patient classification systems. CO4: To incorporate Policies & procedures for disaster plan and crisis management. CO5: To adopt quality improvement & Variations in practices to patients care. CO6: To understand Policies & procedures for maintaining medical records.
Course Pre-requisites: Basic knowledge of Banking
Pedagogy: ICT, Flip classroom, Case based
LTP: 2:1:0
Course type: Soft core
Contact Hours: 39

Units	Detailed Syllabus	Contact hours	CO
Unit-1	Patient centric management-Concept of patient care, Patient-centric management, Organization of hospital departments, Roles of departments/managers in enhancing care, Patient counseling & Practical examples of patient centric management in hospitals-Patient safety and patient risk management.	9Hours	CO1
Unit-2	Quality in patient care management-Defining quality, Systems approach towards quality, Towards a quality framework, Key theories and concepts, Models for quality improvement & Variations in practice	10Hours	CO2 and CO3
Unit-3	Patient classification systems and the role of casemix-Why do we need to classify patients, Types of patient classification systems, DRG, HBG, ARDRG, Casemix innovations and Patient empowering classification systems.	10Hours	CO4
Unit-4	Disaster preparedness-Policies & procedures for general safety, fire safety procedure for evacuation, disaster plan and crisis management . Policies & procedures for maintaining medical records, e-records, legal aspects of medical records, its safety, preservation and storage.	10Hours	CO5 and CO6

Reference Books:

- 1.Goel S L & Kumar R. HOSPITAL CORE SERVICES: HOSPITAL ADMINISTRATION OF THE 21ST CENTURY 2004 ed., Deep Deep Publications Pvt Ltd: New Delhi
2. Gupta S & Kant S. Hospital & Health Care Administration: Appraisal and Referral Treatise 1998 ed., Jaypee, New Delhi

STARTEGIC LEADERSHIP
Course Title : STARTEGIC LEADERSHIP AND ORGANIZATION
Course Code: M21MKS361
Course Description: Whether making a voluntary decisions and enhance the prospects for the organization's long term success while maintaining appropriate people management strategies, strategic leadership is the key. A course helps young and aspiring students to develop need strategic skills, as a Strategic leader he will be credited with turning around the company and making it the success that it is today with his collaborative leadership style. Having an open management style, he encourages his employees to be proactive and to come up with new ideas.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 13. To realize the significance of Time Management for a strategic leader 14. To diagnose the need of goal setting and decision making 15. To comprehend the essential leadership skills necessary for Team Building. 16. To create and inspect a motivational environment.
Course Outcomes: On successful completion of this course students shall be able to:
CO1: Comprehend the importance of Time management

CO2: Recognize the prerequisite of goal setting and decision making			
CO3: Realize the leadership skills obligatory for team building			
CO4: Judge the requisites of a motivated work place			
CO5: Advance an understanding of people management strategies			
CO6: Calibrate and exhibit leadership skills in their daily actions.			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 3:0:0			
Course type: Soft core			
Contact Hours: 36			
Units	Detailed Syllabus	Contact hours	CO
UNIT-1	Leadership and Time management Basic approach to Time Management, Adair’s Principles of Time Management, developing a personal sense of Time-Time Audit, Planning the day-The Adair urgency/importance matrix, making best use of your best time –Organizing Office work- Dealing with interruptions, dealing with paperwork, managing meetings, Delegate Effectively, Managing your Health-Five-point test.	8 Hours	CO1
UNIT-2	Strategic goal setting & Decision making Personal Profile-Importance, Professional/ Business Goals and objectives, SMARTER set of goals /objectives, Decision-making skills, elements of decision making skills- The Manager as decision-maker, Key elements of effective thinking and decision-making-Analysis, Synthesis, Other useful approaches-Imagination, Conceptual thinking, Intuition, Originality and innovation, The concept of value in decision-making, Decision-making and weighing up the options.	8 Hours	CO2
UNIT-3	Organizational Leadership and Team building Leadership, Qualities of leadership, leadership functions, Leadership Skills-Defining task, Planning, Briefing, Controlling, Evaluating, Motivating, Organizing, Setting an example. Team Building-Task, Team, Individual.	8 Hours	CO3 & CO4
UNIT-4	Strategic People Management Adair’s eight rules in motivating people, Adair 50:50 rule, Managers/leaders and motivation, Getting the best from people-Be motivated yourself, Select people who are highly motivated, Treat each person as an individual, Jacob’s ladder model, Remember that progress motivates, Create a motivating environment, Provide fair rewards, Give recognition	8 Hours	CO5 & CO6

Reference Books:

- Developing the Leaders Around You-How to Help Others Reach Their Full Potential, John C Maxwell, Published by Leaders Book Summaries-2012
- Handbook of Management and Leadership, John Adair, Neil Thomas and Thorogood Ltd, 2004

Course Title : AGILE LEADERSHIP THEORIES AND PRACTICES			
Course Code: M21MKS362			
Course Description: Agile leadership is a leadership style that strives to remove roadblocks to success so that employees can be more effective and productive. Since agile teams work together better, agile leadership drives better business outcomes with less wasted time and resources, the course offers an understanding of Business agility, an essential in a constantly evolving world of work. Borrowing concepts from agile methodology enables companies to pivot more quickly in response to external factors. Adopting an agile mindset helps organizations visualize improvement on a granular level by allowing teams to experiment with improved products and processes.			
Course Objectives: The objective of this course is to:			
17. To understand the need of Agility in today’s world 18. To become aware of leadership development stages 19. To comprehend the role of the leader as a coach for high performing teams 20. To examine the leadership Continuum of Succession Processes			
Course Outcomes: On successful completion of this course students shall be able to:			
CO1: Gain an awareness of Agile leadership in the ever changing and complex world CO2: Understand the various stages of leadership development CO3: Realize the role of the leaders as a coach CO4: Understand the importance of succession planning in the leadership continuum process CO5: Interpret various business situations and the need for agile leadership CO6: Present and calibrate the characteristics of an Agile Leader.			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 3:0:0			
Course type: Soft core			
Contact Hours: 36			
Units	Detailed Syllabus	Contact hours	CO
UNIT-1	LEADERSHIP AGILITY Agility in a World of Change and Complexity, Traditional Organization v/s Agile Organizations, leadership in Agile organizations, Principles of Agile leadership, The Five Eds, Four Competencies for Agile Leadership, Levels of Leadership Agility-Heroic Levels-Expert Level, Achiever Level. Post Heroic levels-Catalyst Level, Co-Creator Level, Synergist Level.	8 Hours	CO1
UNIT-2	AGILE LEADERSHIP DEVELOPMENT Leadership development stages- Awareness & intent; Context setting agility, Situational awareness, Sense of purpose, Stakeholder Agility-Stakeholder understanding, Power style; Creative Agility-Reflective judgement, Connective awareness; Self-leadership Agility-Self-awareness, Developmental motivation	8 Hours	CO2
UNIT-3	LEADERSHIP & COACHING	8 Hours	

	Pinnacle Model, People- Culture, Functions, coaching; Purpose; playbooks; perform and profits, Role of leader as per Pinnacle model, Coaching Agile Teams- Coach as a mentor, as a Facilitator, as a teacher, as a problem solver, as a conflict Navigator, as a collaboration conductor, Common failures and success modes in agile coaching.		CO3 & CO4
UNIT-4	SUCCESSION PLANNING Developing leadership talent, succession planning and leadership development, Continuum of Succession Processes, Effective succession management system, Model of leadership development, Leadership development challenges, Evaluating the leadership development.	8 Hours	CO5 & CO6

Reference Books:

- Leadership Agility: Five Levels of Mastery for Anticipating and Initiating Change, Bill Joiner & Stephen Josephs, Jossey-Bass publication, 2006
- Pinnacle: Five Principles that Take Your Business to the Top of the Mountain, Steve Preda, Gregory Cleary, Amershire Publishing (18 May 2022), ISBN : 0998447897

Course Title : LEADERSHIP STRATEGIES FOR DIGITAL AGE
Course Code: M21MKS363
Course Description: The world as we see today has witnessed a significant shift towards the digital age. And the organizations have emphasized more on digital transformation to keep pace with the changes all around. Digital transformation can be disorienting and can create panic. Still, if the leaders are confident about the changes and how they will benefit everyone, adaptation becomes easy. Leaders like Elon Musk, Bill Gates, and Steve Jobs, have embraced the digital change and adapted to it very swiftly with their excellent leadership skills. This has made them stand out as leaders. And with the advent of technology, they have upgraded their skills that go hand in hand with the changes necessary. The course helps to delve into the skills that will make you a standout leader and create conditions that enable digital maturity, attract the best talent, and bring out the best in the talent they attract.
Course Objectives: The objective of this course is to: 21. To understand the transformation from traditional leadership to digital leadership 22. To apprehend the digital age leadership challenges 23. To realize the organizational change in terms of behavioral and attitudinal changes 24. To examine the results of investing in the future digital skills.
Course Outcomes: On successful completion of this course students shall be able to: CO1: Understand the leadership shift of culture towards digital era CO2: figure out the challenges in digital era and strategize for future CO3: establish policies and procedures and ready the organization for change in the digital Era CO4: Understand the need of imbuing new mindset by leaders as a way towards embracing technological changes CO5: Assess the leadership capabilities during organizational change and prepare policies accordingly

CO6: Present the leadership strategies to be future ready			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 3:0:0			
Course type: Soft core			
Contact Hours: 36			
Units	Detailed Syllabus	Contact hours	CO
UNIT-1	The Digital Age Digital Era defined, Digital Age-Change, Culture and Ethics, value creation in digital era, Change management for Technology Takers-Envision, Govern, Engage, Equip, Measure, Digital era-Dislocations and disintegration makers, takers, tinker and tailor: The Adoption- Adaptation, Leading change in digital Era.	8 Hours	CO1
UNIT-2	Technology as Strategic Takers Strategy Matrix, Technology taker strategy, Technology takers guiding principles, Plan for digital era strategy, Increased connectivity, Digital era leadership challenges, Strategy for the future.	8 Hours	CO2
UNIT-3	Digital Era Change Leadership Changing organization culture, Building digital era Behavior change capacity, Virtuous cycle of change, Envision continuous change management, Establish real world digital era policies and procedures, foster managerial responsibilities for policies and procedures, Analyze data, audit behavior and ready the organization for change in the digital Era.	8 Hours	CO3 & CO4
UNIT-4	Digital advocates for Digital Skills Engage to sponsor and advocate for change, equip people with skills of the future, invest in people to equip them for the digital era, build a new mindset, imbue new habits, convey a new skill policy, Measure Managers 'Embrace of Technology change, build the skilled work force for future.	8 Hours	CO5 & CO6

Reference Books:

1. The Technology Takers, Leading change in the digital Era, Jens P. Flanding, Genevieve M. Grabman, Sheila Q. Cox, Emerald publication 2019.
2. D. Ready, C. Cohen, D. Kiron, and B. Pring, "The New Leadership Playbook for the Digital Age," MIT Sloan Management Review, January 2020.

Entrepreneurship
Course Title: FAMILY BUSINESS MANAGEMENT
Course Code: M21MKS371
Course Description: The course gives the knowledge relating to the concepts of family business environment its history in India and its challenges. The course also provides the knowledge relating to the ownership patterns and various challenges faced in family governance and the issues relating to successor development in terms of next generation attributes to be acquired by the successor of business concern.

Course Objectives: The objective of this course is to enable students to:

1. Understand the family business system in India.
2. Understand the Challenges and governance of family Business in India.
3. The qualities to be possessed by the successor of the organization and concentrating on the improvement of those qualities.
4. Business cycle stages and its influence on family business and tuning business according to the changing environment.
5. The change strategies for changing the business according to the dynamic environment

Course Outcomes: On successful completion of this course students shall be able to:

CO1 Outline the basic concepts relating to family business in India to get exposure on it.

CO 2: Contrast on the challenges and competitive advantages for family business in India to transform challenges into competitive advantages.

CO 3: List out responsibilities and duties and challenges of owners for a family business organization in India to overcome challenges.

CO 4: Demonstrate various factors effecting family governance in India for effective maintenance of business.

CO 5: Interpret various characteristics of leader should possess to become effective leader.

CO 6: Examine the next generation personalities for family business organizations in India for making next generation leaders.

Course Pre-requisites:

Theoretical aspects of entrepreneurs and business world

Pedagogy: Direct Method, ICT, Case study

LTP: 2:1:0

Course type: SC

Contact Hours: 39

Units	Detailed Syllabus	Contact hours	CO
Unit-1	INTRODUCTION TO FAMILY BUSINESS: Family Business as a unique synthesis, Succession and Continuity: The three generation rule, Building Family business that last, The systems theory model of Family Business, Agency Theory of Family business, The stewardship perspective of family business, Competitive Challenges and Competitive advantages of family businesses, The role of Genograms and family messages to understand the family system. Family emotional intelligence	10Hours	CO1
Unit-2	OWNERSHIP CHALLENGES AND FAMILY GOVERNANCE : Shareholder Priorities – Managers vs. Owners - Responsibilities of shareholders to the company -Effective Governance of the shareholder - firm relationship – Family Governance: Structure, Challenges to family governance, Managing the challenges of succession. Enterprise Sustainability: Twelve elements of strategic –fit and its implications on family firms.	10Hours	CO2
Unit-3	STRATEGIC PLANNING AND GENERATIONAL ENTREPRENEURSHIP: Life cycle stages influencing family business strategy - Turning core competencies into competitive advantage. The	10Hours	CO3 & CO4

	unique vision of family-controlled businesses - Strategic regeneration- The Business Rejuvenation matrix - Intrapreneurship.		
Unit-4	THE FUTURE OF FAMILY BUSINESS: New Leaders of the Evolution - Three states of evolution-Continuity and culture - change the culture - The change formula - Organization Development approaches to change - Commitment planning -Organic competencies and business's future - Thriving through competition - Institutionalizing the change	09Hours	CO5 & CO6

Reference Books:

1. Keep Hunt, "The Family Business", Graphic Arts Books, April, 2021.
2. Josh Baron, Rob Lachenauer, "Harvard Business Review Family Business Handbook", Harvard Business Review Press, Jan, 2021.
3. Thomas Zellweger, "Managing the family business", Edward Elgar Publishing Ltd, April, 2017

Course Title: MARKETING: PRIMER FOR ENTREPRENEURS			
Course Code: M21MKS372			
Course Description: The course gives the knowledge relating to the concepts of family business environment its history in India and its challenges. The course also provides the knowledge relating to the ownership patterns and various challenges faced in family governance and the issues relating to successor development in terms of next generation attributes to be acquired by the successor of business concern.			
Course Objectives: The objective of this course is to enable students to: <ol style="list-style-type: none"> 1.To develop strategies to pitch the product/service to the potential customers. 2.To equip the students with segmentation of market and positioning to customers. 3.To effectively manage marketing campaigns and assess the effectiveness. 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1 Outline the basic concepts of marketing business in India.</p> <p>CO 2: Contrast on the challenges and competitive advantages in segmentation of market.</p> <p>CO 3: List out strategies in managing better customer relationship</p> <p>CO 4: Demonstrate various factors effecting family governance in India for effective maintenance of business.</p> <p>CO 5: Interpret various characteristics of customer in understanding the needs</p> <p>CO 6: Examine the perceived value and methods in determining the price.</p>			
Course Pre-requisites: Theoretical aspects of entrepreneurs and business world			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO

Unit-1	Entrepreneurship as opportunity seeking – marketing and sales – evaluation criteria of experienced entrepreneur –role of marketing – entrepreneurial marketing strategy.	10Hours	CO1 & CO3
Unit-2	Conceptualizing the market – importance of customer segmentation – understanding customer value - targeting using effectuation –developing a positioning statement.	10Hours	CO3
Unit-3	Sales learning curve – sales process and activities – developing customer relationships- developing the sales message customer expectations	10Hours	CO4 & CO5
Unit-4	Price and perceived value – perceived value in use for business to business products – pricing of intellectual property – customer determined pricing – revisiting costs in determining price – methods for determining price at alternative price levels.	09Hours	CO6

Reference books

1. Edwin J. Nijssen, Entrepreneurial Marketing: An Effectual Approach, Taylor & Francis, 2017
2. Leonard M. Lodish, Howard L. Morgan, Shellye Archambeau, Jeffrey

Course Title: NEW ENTERPRISE FINANCING & APPRAISAL			
Course Code: M21MKS372			
Course Description: enables students to form a new business entity, fund your startup, and create a long-term financing plan. The venture you will work on can be a new product, a new service, a new company, a new division of an existing business, or a new nonprofit organization.			
Course Objectives: The objective of this course is to enable students to: <ol style="list-style-type: none"> 1.To learn to form the right business entity. 2.To assess your intellectual property. 3.To learn to bootstrap your business. 4.To understand equity financing and to create a long-term funding plan. 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1 Outline the basic need and sources of capital for startup business in India.</p> <p>CO 2: optimize the capital funds based on the business valuation.</p> <p>CO 3: understand the challenges and competitive advantages in managing startup funds</p> <p>CO 4: List out funding options available for startups</p> <p>CO 5: Demonstrate various factors effecting rise of startups</p> <p>CO 6: understand the startup culture available in the eco system</p>			
Course Pre-requisites: Theoretical aspects of entrepreneurs and business world			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Seed capital – meaning – sources – matching needs and sources – forms of seed capital – seed capital as a tool to test commercial validity	10Hours	CO1

Unit-2	Venture Capital -Need for venture capital – forms of venture capital – valuation issues – ask and offer – stages in venture capital funds – players and participant	10Hours	CO2
Unit-3	Emerging Trends in Startup Funding– Central and State Government schemes – NGO funding – Crowd funding – Angel investors – Hedge funds – Commercial banks	10Hours	CO3 & CO4
Unit-4	The Rise of Startups and MSMEs-Critical success factors – stories of success and failures of startups and MSMEs in India – Tech startups – Market map – Fintech 250 –Paradigm shift in Startup culture	09Hours	CO5 & CO6

Reference Books:

1. K.S.V. Menon&Garima Malik, Funding Options for Startups: A Conceptual Framework Practical Guide, Notion Press; 1 edition (2016)
2. Vijaya Kumar Ivaturi et al, The Manual for Indian Startups : Tools to Start and Scale-up your new venture, Penguin Random House India, 2017

Banking & Insurance			
Course Title: RURAL BANKING AND MICRO FINANCE			
Course Code: M21MKS381			
Course Description: This course is designed to help the students to identify the broad prospective of current issues and future prospects of Rural banking and acquaint them with the regulatory system and monetary policies within which it operates.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Identify basic concepts in the area of Rural Banking 2. Analyse the role and importance of Agricultural Advances 3. Understand the types of Agricultural Cash Credits 4. Comprehend new ideas for Agricultural Loans 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Understand the priority sector lending CO2: Interpret the various types of agri credit CO3: Relate the knowledge of Kisan credit card CO4: Analyse the Risk Management in Agricultural lending CO5: Explain the different subventions from GOI and NABARD CO6: Evaluate the Advances to Weaker sections			
Course Pre-requisites: Basic knowledge of Banking			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 2:0:0			
Course type: Soft core			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Definition of Priority Sector - Latest guidelines of RBI for Priority Sector including micro service enterprises and transport operators,	9Hours	CO1

	Mandated targets prescribed by RBI and Investment in RIDF, Scheme of RIDF.		
Unit-2	Agricultural advances-salient aspects of agricultural lending-seasonality, adequacy and timeliness of agri. credit,different types of agri. advances-short term loans-crop loans, farm produce marketing loans, agri. term loans-development finance, equipment finance, processing finance, storage finance, transport finance, farm mechanization,special farming activities, plantation horticulture, activities allied to agriculture such as dairy, poultry, fisheries etc.,definition of small marginal farmers, tenant farmers, share croppers, oral leases , agricultural marketing, APMCs	10Hours	CO2 and CO3
Unit-3	Agricultural cash credits: crop loans; Kisan Credit Card; crop production loans for seasonal, plantation crops.Assessment of credit requirement under KCC-production credit component investment credit component, farmproduce marketing loans, personal loans etc.Gupta committee formats, documentation, creation of charge on agri land, types of documents, disbursement. Fieldvisits- asset (end use) verification, pre-post sanction inspection, canvassing new business, conducting farmers' meetings.	10Hours	CO4
Unit-4	Agri. term loans: Assessment of requirement, margin requirement, economic size, fixing of repayment, moratorium.Minor irrigation, pump-set, tractor loans, special farming activities, high tech agricultural advances, knowledge about agri. value chains, crop insurance scheme. Preparation of area specific schemes, use of Business facilitators,formation and use of farmers clubs for business development. Risk Management in Agriculture Lending - WeatherRisk, Yield Risk, Market Risk, Natural calamities	10Hours	CO5 and CO6

Reference Books:

1. Rural Banking (2018). Indian Institute of Banking and Finance, Macmillan Publications, New Delhi.
2. Treasury Management (2019). Indian Institute of Banking and Finance, Macmillan Publications, New Delhi.
3. Varshney, P. (2014). Banking law and practice. Sultan Chand & Sons, New Delhi.

Course Title: MARKETING OF BANKING PRODUCTS
Course Code: M21MKS382
Course Description: The course focuses on developing an insight of principles of Marketing of Banking Products and utilization, marketing of Banking Products for investment and better returns. It enables the students to examine the Multiple Delivery Channels for Financial Products and Services.

Course Objectives: The objective of this course is to:			
<ol style="list-style-type: none"> 1. Explain fundamentals of marketing of banking products concepts and financial markets in India 2. Prepare pricing strategies for various banking products 3. Analyse structure of mutual funds in India. 4. Explain the concept of distribution of mix and various bank insurance models. 			
Course Outcomes: On successful completion of this course students shall be able to:			
CO1: Demonstrate the theoretical knowledge relating to Marketing of Banking products and consumer decision making process.			
CO2: Analyzing various pricing models for various banking services			
CO3: Analyzing the structure followed in India in the case of mutual funds			
CO4: Comprehend emerging trends in financial services industry in the future and global impact			
Course Pre-requisites: Basic knowledge of Marketing			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	UNIT-I: Marketing of Financial Services: A Conceptual Framework; Financial Markets in India; Concept of Marketing; Concept of Marketing Mix for Financial Products and Services; Consumer Decision-Making Process.	14Hours	CO1
Unit-2	UNIT-II: Retail Banking: Banking Products and Services; Distribution of Banking Services; Pricing for Banking Services; Attracting and Retaining Banking Customers; Marketing Strategies for Credit Cards and Debit Cards; Marketing of Different Types of Loans; Marketing of Banking Cards and Gift Cards.	14Hours	CO2
Unit-3	UNIT-III: Mutual Funds: Structure in India; Marketing of Mutual Funds in India; Marketing of Insurance (Life and Non-Life); Marketing of Pension Plans. Marketing of Investment banking	14Hours	CO3 & CO4
Unit-4	UNIT-IV: Concept of Distribution Mix; Multiple Delivery Channels for Financial Products and Services; Bancassurance: Bank Insurance Model; Promotional Mix; Future of Financial Services Industry; Globalization and its Impact on Financial Services.	10Hours	CO5 & CO6

Reference Books:

1. Financial Markets and Institutions – By Bhole.L.M. (Tata McGraw Hill)
2. Indian Financial System – Theory and Practice – By Khan M.V (Vikas Publishing)
3. Emerging Scenario of Financial Services – By Gordon & Natarajan (Himalaya Publishing House)

Course Title: GENERAL AND LIFE INSURANCE			
Course Code: M21MKS383			
Course Description: The course focuses on Life and General insurance policies and its claims. It enables the students to understand the Provisions of Insurance Legislation in India.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To Impart the knowledge of the principles of Life and general Insurance and their importance. 2. To understand the risk associated in Life and general Insurance. 3. To give exposure to the provisions of fire and Marine Insurance and their increasing importance. 4. To understand various rules and regulations required for insurance business. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: To understand the principles of Life and general Insurance and their importance. CO2: To know the provisions of fire and Marine Insurance and their increasing importance. CO3: To understand Insurance Legislation in India CO4: To understand various rules and regulations of insurance business CO5: To analyze the risk associated in Life and general Insurance CO6: To examine the insurance legislation and its amendments.			
Course Pre-requisites: Basic knowledge of Insurance			
Pedagogy: Direct Method, ICT, Problem solving, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	UNIT-I: Life Insurance: -Meaning, definition and types. Nature of Life Insurance contract –principles of Life Insurance-Caveat emptor, policy provisions-proof of age-Grace days Lapses, Revival, Surrender Value and paid-up Value with Calculation, Loan, Nomination and Assignment, Suicide Clause.	10Hours	CO1
Unit-2	UNIT-II: Life Insurance Risk : Meaning Underwriting, Classification of risk-Physical ,Occupational and Moral, Financial underwriting-Data for underwriting Assessing the risk –Non-medical underwriting –Female Lives-underwriting by agent-Recent trends-Premium-Risk-Net-Gross-Level and extra-premium calculation-Life Fund, Actuarial valuation and Bonus.	10Hours	CO2
Unit-3	UNIT-III: General Insurance. Origin of General insurance-Meaning-Nature-Principles of General insurance-General Conditions-Re-insurance-Methods and treaties. Kinds of General Insurance, Marine Insurance, Motor Insurance, Fire Insurance, -procedure of taking insurance policies-Conditions, Assignment of policy.	9Hours	CO3 & CO4

Unit-4	<p>UNIT-IV: Insurance Legislation in India : A brief study of Insurance Act1938,L.I.C.Act1956,Role of Insurance Development and Regulatory Authority (IRDA) of India1999-Amendments-2000 -2002 and Consumer Protection Act-Ombudsman.</p> <p>Legislation- General insurance Business-Amendment Act-2002, Insurance Act-1938 its important provisions- IRDA Act.1999 (with reference to General Insurance and its amendments)</p>	10Hours	CO5 & CO6
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Reference Books:

1. Theory and Practice of Insurance-Mohd - Arif Khan Education at Book House
2. Insurance : Principles and Practice; M.N.Misra, S. Chand, Delhi
3. Principle and Practice of Insurance: Kothari and Bahl.

Fourth semester

Course Title : STRATEGIC MANAGEMENT			
Course Code: M21MK0401			
Course Description: The Strategic Management course is designed to explore an organization's vision, mission, examine principles, techniques, and models of organizational and environmental analysis, discuss the theory and practice of strategy formulation and implementation such as corporate governance and business ethics for the development of effective strategic leadership.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. allow students to examine strategic management processes and to encourage debate, discussion and reflection. 2. provide in depth understanding of external and internal factors for strategic formulation and choice. 3. develop the strategic thinking and decision making abilities of students, especially in relation to understanding the application of various strategies in different situations. 4. provide in depth understanding of strategic implementation and control. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Describe the practical and integrative model of strategic management process that defines basic activities in strategic management CO2: Develop business model based on the core strategic goals. CO3: Apply the knowledge gained in analyzing the competitive situation and CO3: strategic ideas in dealing with dynamic global business environment CO4: Distinguish the grand strategies & demonstrate the knowledge and abilities CO5: formulating suitable strategies and making strategic plans. CO6: Evaluate challenges faced by managers in implementing and evaluating strategies based on the nature of business, industry, and leadership differences.			
Course Pre-requisites: analytical, budgeting, and business planning abilities. Good communication, computer and Internet skills.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 3:1:0			
Course type: HC			
Contact Hours: 52			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction of Strategic Management: meaning, nature, importance and relevance. The Strategic Management Process: – Corporate, Business and Functional Levels of strategy. Vision, mission and purpose –Business definition, objectives and goals – Stakeholders in business and their roles in strategic management. Relationship between a Company's Strategy and its Business Model. Balance scorecard.	13 hours	CO1
Unit-2	External and Internal Analysis: The Strategically relevant components of a Company's External Environment Analysis, Industry Analysis - Porter's Five Forces model – Industry driving forces – Key Success Factors. Analyzing a company's resources and competitive position - SWOT analysis – Value Chain Analysis – Benchmarking.	13 hours	CO2

Unit-3	Competitive Strategies: Generic Competitive Strategies: Low cost, Differentiation, Focus. Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition & Takeover Strategies, Strategic Alliances & Collaborative Partnerships), Retrenchment, Outsourcing Strategies. Tailoring strategy to fit specific industry – Life Cycle Analysis - Emerging, Growing, Mature & Declining Industries. Portfolio Analysis: BCG Matrix – GE 9 Cell Model.	13 hours	CO3 & CO4
Unit-4	Strategy Implementation and control- Strategy implementation; Organization Structure – Matching structure and strategy. Behavioral issues in implementation – Corporate culture – Mc Kinsey’s 7s Framework. Functional issues – Functional plans and policies – Financial, Marketing, Operations, Personnel, IT. Strategy Evaluation – Operations Control and Strategic Control	13 hours	CO5 & CO6

Reference Books:

1. Crafting and Executing Strategy - Arthur A. Thompson Jr., AJ Strickland III, John E Gamble, 18/e, Tata McGraw Hill, 2012.
2. Strategic Management: Analysis, Implementation, Control – Nag A, 1/e, Vikas Publications, 2011.
3. Strategic Management : An Integrated Approach - Charles W. L. Hill, Gareth R. Jones, Cengage Learning.
4. Strategic Management - Kachru U, Excel Books, 2009.

Finance
Course Title: INTERNATIONAL FINANCIAL MANAGEMENT
Course Code: M21MKS411
<p>Course Description: This course is designed to create awareness among the students about the Foreign Exchange Markets, Instruments, exchange rate quotations, forecasting of foreign exchange rate, determination of exchange rates in spot markets and forward markets. The course enables the students to prepare Balance of Payments (BOP) considering the factors that influence international trade and capital flows, evaluate international projects using international capital budgeting and to hedge foreign exchange exposure in an MNC.</p>
<p>Course Objectives: The objective of this course is to:</p> <ol style="list-style-type: none"> 1. understand the international monetary system and components of BOP. 2. know Foreign Exchange Market and Instruments. 3. understand Foreign exchange exposures to Hedge Foreign Exchange risk. 4. study the International Parity Relationships.
<p>Course Outcomes: On successful completion of this course students shall be able to:</p> <p>CO1: prepare Balance of Payment statement.</p> <p>CO2: forecast foreign exchange rate and use Foreign Exchange Market Instruments.</p> <p>CO3: measure Foreign Exchange Exposure and Hedge Foreign Exchange Exposure.</p> <p>CO4: apply Swaps to manage the foreign exchange risk.</p> <p>CO5: understand the international Parity Relationships.</p> <p>CO6: evaluate projects using International Capital Budgeting.</p>
<p>Course Pre-requisites: This course requires knowledge of Corporate Finance and capital budgeting. Awareness of basic information about Foreign Currencies, Foreign Exchange Markets and International Business</p>

Environment are required. Basic mathematics that includes multiplication, cross multiplications, division, etc. for working out the problems.			
Pedagogy: Direct Method, ICT, Case based			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	International Dimensions of Financial Management: International financial Environment, International Business methods, Exposure to international risk, International Monetary system, Multilateral financial institution, factors affecting International Trade and capital flows, International Flow of Funds: Balance of Payments (BOP), Fundamentals of BOP, Accounting components of BOP, BOP equilibrium & disequilibrium, trade deficits, Agencies that facilitate International flows, International payments methods (Problems on BOP).	9Hours	CO1
Unit-2	Foreign Exchange Market and Instruments: Function and Structure of the Forex market, Swift Mechanism, Exchange rate quotations, Forecasting Foreign Exchange rate, Factors effecting foreign exchange rate, Determination of exchange rates in spot markets and forward markets, Types of exchange rates, Exchange rate behavior, Exchange rate equilibrium, Cross Rates, Arbitrage profit in foreign exchange markets, Triangular and locational arbitrage. (Theory and Problems).	10Hours	CO2
Unit-3	Foreign Exchange Risk Management: Foreign Exchange exposure: Management of Transaction exposure, Management of Translation exposure, Management of Economic exposure, Management of political Exposure, Management of Interest rate exposure. Hedging against foreign exchange exposure: Forward, Futures and Options. Swaps: Currency Swaps, Interest Rate Swaps (Theory and Problems).	10Hours	CO3 & CO4
Unit-4	International Parity Relationships & Capital Budgeting: Purchasing Power Parity, Interest Rate Parity - Covered Interest Arbitrage, Uncovered Interest Arbitrage, International Fisher effects. International Capital Budgeting: Concept, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Adjusted Present Value Method. (Theory and Problems)	10Hours	CO5 & CO6

Reference Books:

1. International Finance Management - Eun&Resnick, 4/e, Tata McGraw Hill.2011
2. Multinational Business Finance – Eiteman, Moffett and Stonehill, 12/e, Pearson, 2011.
3. International Financial Management - Jeff madura, Cengage Learning 2008.

Course Title: MERGERS, ACQUISITIONS AND CORPORATE RESTRUCTURING			
Course Code: M21MK412			
Course Description: Mergers and Acquisitions are one of the key drivers of any organization for reaching growth. Creating value through mergers and acquisitions is one of the most preferred strategies that requires an in-depth understanding of nuances involved in M&A process. This course covers the fundamental aspects of M&A process and their legalities.			
Course Objectives: The course is aimed at enabling students to <ol style="list-style-type: none"> 1. Understand various concepts and terminologies used in mergers and acquisition. 2. Understand the accounting aspects of Mergers and Acquisition. 3. Acquire knowledge about procedure and legal aspects of Mergers and Acquisition. 4. Know the forms of Corporate restructuring. 			
Course Outcomes: At the end of the course, the students will be able to CO1. Explain M&A with its different classifications, strategies, theories, synergy etc. CO2. Apply models and approaches to M&A related decision making CO3. Evaluate the financial decisions of Mergers and Acquisition. CO4: Discuss the business environmental aspects of Mergers and Acquisitions CO5. Understand various antitakeover strategies. CO6: Explain the forms of corporate restructuring.			
Course Pre-requisites: Basics of general management and finance			
Pedagogy: ICT, Problem solving, Case based			
LTP: 2:0:1			
Course type: SC			
Contact Hours: 39			
Units	Topics	Contact hours	CO
1	Conceptual framework of M&A: Rationale for M&A, Forms and benefits of M&A. A strategic perspective, industry life cycle and product life cycle analysis in M&A decision, strategic approaches to M&A, SWOT analysis, BCG matrix (Theory only).	9 Hours	1,2
2	Amalgamation: Types of amalgamations (Amalgamation in the nature of merger and purchase), methods of accounting (pooling of interest method and purchase method), calculation of purchase consideration, journal entries and ledger accounts in the books of transferor and transferee company, consolidated balance sheet (Theory and Problems)	12 Hours	3
3	Procedure for effecting M & A: Five-stage model, Due diligence, Types, process and challenges of due diligence, HR aspects of M& A, Tips for successful mergers, Process of merger integration. Meaning and types of acquisition/takeovers, Friendly and Hostile takeovers, Anti-takeover strategies, Legal aspects of M & A-Combination and Competition Act, Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code). (Theory only).	10 Hours	4,5

4	Corporate restructuring: significance, forms of restructuring, joint ventures, sell off and spin off, divestitures, Equity Carve Out(ECO), Leveraged Buy Outs (LBO), Management Buy Outs (MBO), Master Limited partnership (MLP), Limited Liability Partnership (LLP).	8 Hours	6
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Reference Books:

1. Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, Rabi Narayan Kar and Minakshi, Taxmanns.
2. Mergers and Acquisitions, Sheeba Kapil and Kanwal N. Kapil, Wiley.
3. Mergers, Acquisitions and Takeovers, Machiraju H.R., New Age International (P) Ltd., New Delhi 2003.
4. Pandey, I. M. (2020). Financial Management(11th Edition). Vikas Publishing House Pvt Limited.

Course Title : CORPORATE TAXATION FOR BUSINESS DECISIONS			
Course Code: M21MKS413			
Course Description: This course deals with the study of Corporate Taxation. Students are expected to understand the assessment of companies estimate the tax liability of company. This course also provides an overview of international taxation which generates employability skill for the student. It also seeks to provide the learning to new indirect taxes.			
Course Objectives: The objective of this course is to:			
5. To understand the concept of tax planning and various deductions available to corporate assessee.			
6. To learn tax planning for financial management decisions.			
7. To understand the overview of international taxation and double taxation relief.			
8. To provide conceptual knowledge of GST laws and its provision.			
Course Outcomes: On successful completion of this course students shall be able to:			
CO1: Identify the tax consequences relating to the formation of a corporation and illustrate the corporation's taxable income and tax liability.			
CO2: Assess the tax planning relating to various financial management decisions.			
CO3: Analyze a complex corporate tax situation.			
CO4: Identify the pertinent tax compliance and planning issues, apply the law and suggest appropriate strategies.			
CO5: Assess the Double taxation relief of the assesses.			
CO6: Understand the basic concepts of GST			
Course Pre-requisites: This course requires knowledge of Corporate Finance, income tax laws relating to various persons.			
Pedagogy: ICT, Problem solving, Case based			
LTP: 2:0:1			
Course type: Flexible course			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction of Tax Planning: Meaning of tax planning and management, tax evasion and tax avoidance; Nature and scope of tax planning and management in the corporate sector. Assessment of Companies: Companies' Residential Status and incidence of Tax, Computation of	10 Hours	CO1

	corporate tax: Deductions available to corporate assessee, Computation of taxable income of companies; Computation of amount of corporate tax liability, Minimum Alternate Tax (Theory and Problems).		
Unit-2	Tax Planning and Financial Management Decisions: Capital structure decisions; Dividend Policy; Bonus Share. Owning or leasing of an asset; purchase of assets by installment system or Hire System; Purchase of an asset out of own funds or out of borrowed capital; manufacturing or buying; Shutting down or continuing operations (Theory and Problems).	10Hours	CO2&CO3
Unit-3	International Taxation: Overview, Transfer Pricing: Overview of Indian transfer pricing, Computation of Arm's length pricing, Foreign Collaboration and Double Taxation Relief: Foreign collaborations and incidence of taxation on domestic companies; provisions for relief in respect of double taxation. overview of Model Taxation conventions (Theory and Problems).	9 Hours	CO4 & CO5
Unit-4	Goods and Service Tax – (GST) and GST Acts: Introduction - Salient features of GST - Constitutional Amendment - Enrollment & Registration - Positive Aspects - Negative Aspects - objectives - taxes subsumed in GST - GST Council: Structure, Appointment and powers under CGST and SGST. Adjudicating authority, Casual taxable person, Supply: Composite supply, Mixed supply, Exempt supply, Input service distributor, Input tax, Input tax credit (Theory and Problems).	10Hours	CO6

Reference Books:

1. Vinod K Singhania Kapil Singhania, Direct tax & practice, 60/e , Taxmen publications, 2021, New delhi.
2. Mehrotra and Dr. S.P. Goyal, Income Tax Law & Practice, 59/e , Sahitya Bhavan Publications, 2021, Agra.
3. Dr. H.C. Mehrotra & S.P. Goyal, Corporate tax Planning and Management, 19/e Sahitya Bhavan Publications, Agra.

MARKETING
Course Title : INTERNATIONAL MARKETING
Course Code: M21MKS421
Course Description: International Marketing course will provide basic understanding of international market; various types of entry strategies to International Market, understanding risk associated with expansion in new market, understanding cultural differences while strategizing International expansion, import- export procedures, various marketing topics.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 5. Gain knowledge in international marketing to have insights into similarities/differences across cross-cultural markets and their marketing implications. 6. Understanding of international marketing effort related to market entry and product strategies.

<p>7. Understand the need to appreciate the designing and managing in international marketing programs in consumer markets.</p> <p>8. Acquaint with different skills and systems required to implement marketing strategies across country borders.</p>			
<p>Course Outcomes: On successful completion of this course students shall be able to: CO1: Develop strategies to remove cultural biases and understandings from the equation in assessing foreign values, wants and needs CO2: Analyze international environmental factor influencing marketing decisions. CO3: Analyze and demonstrate the marketing innovation and strategies that firms utilize when marketing their products in foreign countries. CO4: Identify influence of international competition and other marketing mix. CO5: Acquire skills and systems to implement marketing strategies in emerging markets. CO6: Demonstrate expertise on understanding global trade.</p>			
<p>Pedagogy: ICT, Flip classroom, Case based</p>			
<p>LTP: 2:0:1</p>			
<p>Course type: Soft core</p>			
<p>Contact Hours: 39</p>			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	<p>International Marketing: Meaning, Scope and challenges of International Marketing, the strategic importance of international marketing, Differences between international and domestic marketing. Need for international business, strategic orientation. Role of WTO.</p> <p>International market environment: International environment, International Social & culture Environment, the political legal environment and regulatory environment of international marketing. Technological Environment, Business Customs in International Market.</p>	10 Hours	CO1
Unit-2	<p>Global Marketing Management – International Market Entry Strategies: Indirect Exporting, Domestic Purchasing, Direct Exporting, Foreign Manufacturing Strategies Without Direct Investment, Foreign Manufacturing Strategies with Direct Investment. Entry Strategies of Indian Firms.</p> <p>Product and service for consumer: Product innovation and adaptation, analyzing the product component for adaptation, Marketing consumer service globally.</p>	10 Hours	CO2
Unit-3	<p>International Marketing Channels: channels -Distribution Structures, Distribution Patterns, Factors effecting Choice of Channels, the Challenges in Managing An international Distribution Strategy Selecting Foreign Country Market intermediaries. The management of physical distribution of goods.</p> <p>Pricing and Promotion for international Markets: Environmental influences on Pricing Decisions, Grey Market goods, Transfer pricing, Global Pricing - Policy Alternatives. Global Advertising and brandy, selecting an advertising agency. Personal selling, Sales Promotion, Public Relations and Publicity, Sponsorship Promotion.</p>	9 Hours	CO3 & CO4
Unit-4	<p>Multinational Market Regions and market Groups: Global market and multinational market groups, Brief history and</p>	10 Hours	CO5 & CO6

	<p>implication of European Union, BRICS, NAFTA, CAFTA, ASEAN, SAARC and Free trade concept.</p> <p>Emerging Markets: Difference between advance nations, developing nations and emerging markets, Bottom of pyramid markets, Infrastructural Gaps in Emerging Markets. Export Marketing: Introduction to Export Marketing, Export procedures and export documentation (brief). Export assistance and incentives in India.</p>		
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References Books:

1. Philip R. Cateora, John L. Graham and Prasahant Salwan, International Marketing 13/e, Tata McGraw-Hill Co.Ltd., 2007.
2. Sak Onkvisit, John J. Shaw, International Marketing Analysis and Strategy, 3/e, Prentice-Hall of India Pvt. Ltd., 2000.
3. Isobel Doole and Robin Lowe, International Marketing Strategy, 2/e, Thomson Learning, 2003.

Course Title : STRATEGIC BRAND MANAGEMENT			
Course Code: M21MKS422			
Course Description: The course aims to help students gather knowledge and develop skills to be able to effectively engage in the field of sales and marketing with the appropriate use of product brand management concepts.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Understand the concepts related to brand product management 2. Understand the concepts of customer analysis and brand development. 3. Understand the concepts of brands and various elements of branding. 4. Discuss about the brands in different sectors and expose them to the concept of brand imitation. 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: Analyze the product planning process</p> <p>CO2: Understand the various factors impacting changes in brand management.</p> <p>CO3: Analyze the stages of brand development and reasons for failure of new brands.</p> <p>CO4: Develop various brand marketing programs to enhance brand visibility</p> <p>CO5: Articulate the elements of branding and the importance and significance of brand equity.</p> <p>CO6: Identify brand extension and branding strategies in different sectors.</p>			
Course Pre-requisites: Basic understanding about Branding and Marketing Management			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Brand and Brand Management Brands and Brand Management – What is Brand? Why do Brands Matter? Can anything be Branded? What are the strongest Brands?	9 Hours	CO1

	Branding challenges and opportunities. Brand Equity concept, Strategic Brand Management Process. Developing a Brand Strategy - Customer Based Brand Equity and Brand Positioning.		
Unit-2	Developing a Brand Strategy Brand Resonance and the Brand Value Chain – Building strong Brand, Brand Value chain. Choosing Brand elements to Build Brand Equity – Criteria for choosing Brand elements, Options and tactics for Brand elements, putting it all together. Designing Marketing Programs to Build Brand Equity – Product strategy, pricing strategy, Channel strategy.	10Hours	CO2
Unit-3	Designing and Implementing Brand Marketing programs Integrating marketing Communications to Build Brand Equity – The new media environment, Four major marketing communications, Brand amplifiers, Developing integrated marketing communication programs. Branding in Digital Era – Key issues, Brand engagement, Digital communications, Overview of social media paid channels, Mobile marketing, Influencer marketing and social media celebrities, Content marketing, Brand Management structure. Leveraging Secondary Brand Associations to Build Brand Equity	10Hours	CO3 & CO4
Unit-4	Measuring and Interpreting Brand Performance Developing a Brand Equity measurement and Management system, Measuring Sources of Brand Equity: Capturing Customer Mind-set, Measuring Outcomes of Brand Equity: Capturing Market Performance Designing and Implementing Brand Architecture strategies.	10Hours	CO5 & CO6

References Books:

1. Keller, K. L Strategic brand management: Building, measuring, and managing brand equity. Pearson Education India
2. Strategic Brand Management, Building, Measuring and Managing Brand Equity, 5th Global Edition - Kevin Lane Keller and Vanitha Swaminathan.

Course Title : SERVICE MARKETING
Course Code: M21MKS423
Course Description: understanding the customer in services marketing; standardizing and aligning the delivery of services; the people who deliver and perform services; managing demand and capacity; and promotion and pricing strategies in services marketing.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Understand the challenges of services marketing, including the elements of product, price, place, promotion, processes, physical evidence, and people.

<ol style="list-style-type: none"> 2. Design service quality measurements to build customer loyalty and evaluate the effectiveness and efficiency of customer service offerings. 3. Explain service blueprinting, the integration of new technologies, and other key issues facing today's customer service providers and service managers 4. Conduct a services audit plan for a service firm. 			
<p>Course Outcomes: On successful completion of this course students shall be able to:</p> <p>CO1: Develop an understanding about the various concepts and importance of Services Marketing</p> <p>CO2: Enhance knowledge about emerging issues and trends in the service sector</p> <p>CO3: Learn to implement service strategies to meet new challenges</p> <p>CO4: Identify influence of international competition and other marketing mix.</p> <p>CO5: Acquire skills and systems to implement marketing strategies in emerging markets.</p> <p>CO6: Demonstrate expertise on understanding global trade.</p>			
<p>Pedagogy: ICT, Flip classroom, Case based</p>			
<p>LTP: 2:1:0</p>			
<p>Course type: Soft core</p>			
<p>Contact Hours: 39</p>			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction: Concepts, reasons for the growth of services sector, difference in goods and service in marketing, characteristics of services, , service marketing mix, GAP models of service quality. consumer expectation of services, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services. Customer perception of services-Factors that influence customer perception of service,	10 Hours	CO1
Unit-2	Understanding customer expectation: marketing research to understand customer expectation, types of service research, building customer relationship through retention strategies –Relationship marketing, Benefits of customer relationship, levels of retention strategies, Market segmentation-Basis & targeting in services.	10 Hours	CO2
Unit-3	Service leadership- Creation of service vision and implementation, Service quality as profit strategy, Role of service quality In offensive and defensive marketing. Customer participation, Delivery through intermediaries-Key intermediaries for service delivery, Intermediary control strategies.	9 Hours	CO3 & CO4
Unit-4	Pricing of services-Role of price and value in provider GAP4, Role of nonmonitory cost, Price as an indicator of service quality – Approaches to pricing services, pricing strategies. Types of service scapes-Objective and Goals of services capes Role of services capes, Approaches for understanding service scapes effects, Frame work for understanding services capes & its effect on behaviour-Guidance for physical evidence strategies.	10 Hours	CO5 & CO6

References Books:

1. Services Marketing - Valarie A Zeithmal& Mary Jo Bitner, 5/e, TMH, 2011.
2. Services Marketing – Rajendra Nargundkar, 3/e, TMH, 2010.

Human Resource			
Course Title : STRATEGIC HUMAN RESOURCE MANAGEMENT			
Course Code: M21MKS431			
Course Description: Course is most suitable for future managers who want to explore the strategic role of human resources in organizational performance, human resource environment in organizations, HR evaluation, measuring employee performance, mentoring and career management.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To acquire the overview of the conceptual framework of SHRM 2. To understand the approach to the concept of HRM and its linkage with organizational goals 3. To understand the significance of human resource planning in the changing context 4. To examine the strategic alignment between business strategy and human resource acquisition in contemporary business environment. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: To identify key HRM functions and strategies CO2: To explain the role of HR strategies for successful organization CO3: To identify the linkage between Linkage of Corporate Strategy, Core Competencies and Competitive Advantage with HRM. CO4: To evaluate strategic contributions in emerging areas for implementing HR strategies CO5: To understand the role of strategic human resource in global context CO6: To analyze modern organization human resource system from strategic perspective .			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 2:1:0			
Course type: Soft core			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Framework of Strategic Human Resource Management: Human Resource Management: Model of HRM; Aims of HRM; Characteristics of HRM. Strategy: Concept and Process; Fundamentals of strategy; Formulation of Strategy. Strategic HRM: Concept and Process; Aims of SHRM; Strategies of SHRM; Approaches of SHRM; Limitations of SHRM. HR Strategies: Types; Criteria for effective HR Strategies.	10Hours	CO1
Unit-2	Strategic HRM in Action: Formulating and implementing HR Strategies, Characteristics of the process; Developing HR strategies; Setting out HR strategies; Conducting strategic review; Implementing HR strategies. Roles of HR Strategies in HRM	9Hours	CO2
Unit-3	HR STRATEGIES Types of HR strategies, criteria for effective HR strategies, Strategies for improving organizational transformation, Multinational, Global, and Transnational Strategies in HRM, Linkage of HR strategy to corporate strategy, Core Competencies and Competitive Advantage with HRM.	10Hours	CO3 & CO4

Unit-4	Implementation and evaluation of strategy: Fundamental process consideration, characteristics of process, developing HR strategies, setting out the strategies, Approaches to evaluation, Prevalence of evaluation, evaluating strategic contributions in emerging areas, implementing HR strategies.	10Hours	CO5 & CO6
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References Books:

1. Tanuja Agarwala, 2013, Strategic Human Resource Management, Oxford University Press.
2. Jeffrey A Mello, 2011, Strategic Human Resource Management, Centage Learning, 1st Edition.

Course Title: HR ANALYTICS
Course Code: M21MKS432
Course Description: This course gives a detailed overview of HR Analytics and its applications. This course will enable the learners to bring improvements in the human resource functions in an organization using HR tools and analytics and create value in the business scenario.
Course Objectives: <ol style="list-style-type: none"> 1. Learn the basics of HR data and analytics in measuring HR's impact on driving business results. 2. Identify the right HR metrics (what to measure, types of measurements etc.,) aligning HR and business goals. 3. Turn metrics into analytics through the development of reports and dashboards, using statistical models and predictive analysis models for effective management decisions. 4. Use data in your day-to-day work and remain relevant in the ever-changing HR landscape.
Course Outcomes: On successful completion of this course students shall be able to: CO1: Acquire knowledge about HR analytics and its usage and impact on business outcomes and the evolving role of HR as a business partner. CO2: Learn to use HR data, reports, and metrics to make your day-to-day work more effective and impactful. CO3: Apply appropriate internal and external HR metrics and indicators for better decision making. CO4: Develop critical data-driven HR skills and HR Analytics related capabilities. CO5: Understand the basics of HR analytics and how HR adds value through analytics. CO6: Convert soft factors in a people management context into measurable variables across various domains.
Pedagogy: ICT, Experiential Learning , Case Study
LTP: 2:1:0
Course type: Elective
Contact Hours: 39hrs

Units	Detailed Syllabus	Contact hours	CO
Unit-1	Data Analytics and its advantages for business, Applications of analytics in HR operations, Introduction to HR Analytics, People Analytics & Workforce Analytics, Importance of HR Analytics, Key objectives of HR Analytics, Understanding the characteristics of HR Analytics, Strategic focus for HR Analytics, Stages in HR Analytics - Descriptive, Diagnostic, Predictive and Prescriptive Analytics, Future of HR Analytics Problems faced by HR Analytics .	10 Hours	CO1
Unit-2	HR Maturity Framework: From level 1 to level 5, HR Analytics Frameworks: (a) LAMP framework; (b) HCM:21 Framework and (c) Talentship Framework, 5 overarching components of an effective Analytics framework.	8Hours	CO2
Unit-3	HR Metrics – Meaning , Objectives of HR Metrics , Historical evolution of HR Metrics., Advantages of using HR Metrics , The difference between Metrics and KPIs , HR process Metrics vs. HR outcome Metrics , Types of HR Metrics - Staffing Metrics, Training and Development Metrics, Compensation & Benefits Metrics ,Performance metrics, Employee Relations & Retention Metrics other important HR Metrics, Aligning HR Metrics with organizational Strategies, Goals and Objectives, Journey from HR Metrics to Analytics.	11Hours	CO3 & CO4
Unit-4	HR Charts and Dashboards, Excel Charts, Elements of Charts, Bars and Column Charts, Line Charts, Area Charts, Pie and Doughnut Charts, Scatter Plots or XY Charts, Frequency Distribution and Histograms, Sparklines; Pivot Tables, HR Dashboards. HR Analytics Tools. Statistical Software used for HR Analytics: MS-Excel, IBM- SPSS, IBMAMOS, SAS, and R Programming and Data Visualization Tools such as Tableau, Plotly, Click View and Fusion Charts. Predictive Analytics, Steps in Predictive Analytics	10Hours	CO5 & CO6

References Books:

1. Diez, F., Bussin, M., & Lee, V. (2019). Fundamentals of HR Analytics: A Manual on Becoming HR Analytical. Emerald Publishing Limited.
2. Gupta, M., Banerjee, P., & Pandey, J. (2019). Practical Applications of HR Analytics: A Step-by-Step Guide. Sage Publications India Pvt. Ltd.

Course Title : Global HRM
Course Code: M21MKS433
Course Description: The course displays the drivers of business internationalization and the levels of corporate global integration. Then, the course outlines the structural alternatives for multinational enterprises and the cultural/national and legal considerations to account for. Afterward, the course addresses strategic international HRM and the employment cycle within an international context.
Course Objectives: The objective of this course is to:

1. Demonstrate an understanding of key terms, theories/concepts and practices within the field of global HRM
2. Provide students with a robust understanding of international HR practices and issues.
3. To understand various cultural, legal and labor relations contexts
4. The impact of business internationalization on strategic HRM and its various functions, including HR planning, recruitment& selection, training& development, compensation management, performance management, safety& health and employee relations.

Course Outcomes: On successful completion of this course students shall be able to:
 CO1: Understand cultural differences and how to work in a multicultural environment.
 CO2: Work productively in teams, on social networks, and on an individual basis
 CO3: Develop cultural agility competencies.
 CO4: Demonstrate lifelong personal & professional development skills.
 CO5: Develop effective presentation skills appropriate for different settings and audiences
 CO6: Understanding of global HRM as well as the ability and skills to analyze global HRM in contemporary firms.

Pedagogy: ICT, Flip classroom, Case based

LTP: 2:1:0

Course type: Elective

Contact Hours: 39

Units	Detailed Syllabus	Contact hours	CO
Unit-1	International human resource management: Approaches to IHRM, emergence of IHRM, Models of IHRM, differences between domestic and international HRM, Global organizational structure& design, International expansion strategies, Challenges of International Human Resource Management.	10Hours	CO1
Unit-2	Sourcing Human Resources for Global Markets – Recruitment, Selection and performance management: Selection & recruitment methods at international level, international staffing choice, Selection criteria and techniques, international staffing issues. Successful expatriation, role of an expatriate, female expatriation, repatriation, Performance management cycle model, appraisal of expatriate, third and host country employees, issues, and challenges in international performance management.	10Hours	CO2
Unit-3	Training and development and compensation management in international context Training & development of international staff, types of expatriate training, repatriate training knowledge transfer in multinational companies, Current scenario in international training and development. Objectives of International compensation, Key components of international compensation, Approaches to international compensation, compensation practices across the countries	10Hours	CO3 & CO4
Unit-4	International Labour Relations and future challenges: Key Issues in International Industrial Relations, Response of labour unions to MNCs, HRM practices in different countries-Japan, USA, UK, Turkey, Middle East, India and China, Managing Human Resources in ‘Offshoring Countries’, IHRM Trends and Future	9Hours	CO5 & CO6

	Challenges, The well-being of the global work force, Global human resource support services		
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References Books:

1. International Human Resource Management, 6th Edition Peter J. Dowling, Marion Festing and Allen D. Engle, Sr. , 6th edition, Cengage learning
2. International Human Resource Management, Policies and practices for multinational enterprises, Dennis R. Briscoe Randall S. Schuler Lisbeth Claus (Latest Global Edition), Routledge

Operations			
Course Title: TOTAL QUALITY MANAGEMENT			
Course Code: M21MKS441			
Course Description: Total quality management (TQM) is a philosophy, methodology and system of tools aimed to create and maintain mechanism of organization's continuous improvement. It involves all departments and employees into improvement of processes and products. It helps to reduce costs and to meet and exceed needs and expectations of customers and other stakeholders of an organization. TQM encompasses the concepts of business and social excellence that is sustainable approach to organization's competition, efficiency improvement, leadership and partnership. The objectives of this course is to introduce the main principles of business and social excellence, to generate knowledge and skills of students to use models and quality management methodology for the implementation of total quality management in any sphere of business and public sector.			
Course Objectives: The objective of this course is to to:			
<ol style="list-style-type: none"> 1. understand total quality management with emphasis on their application to technical organizations. 2. know tools and techniques for quality improvement in manufacturing and service industries. 3. quality from a variety of functional perspectives and in the process. teamwork for quality improvement 4. gain knowledge about product and process control and control charts. 			
Course Outcomes: On successful completion of this course students shall be able to:			
CO1: maintain product quality and control system.			
CO2: design and use quality tools.			
CO3: analyse and apply the house of Quality deployment			
CO4: implement quality organizations to bring quality culture in the organization.			
CO5: use the quality control charts and quality mechanism.			
CO6: application of six sigma and BPR in business management			
Course Pre-requisites: This course requires basic knowledge about theoretical aspects of Production and Operations Management.			
Pedagogy: Direct Method, ICT, Case study			
LTP:2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Foundations of Total Quality Management: Components of quality, The total quality management approach, Innovation, design and improvement,	9Hours	CO1

	Product quality characteristics and service quality characteristics, Quality parameters and specific dimensions of quality, Planning for quality: Flowcharting, Detailed flow, Process charts and flow diagrams Planning for just-in-time (JIT) management System design and contents System documentation, implementation and assessment.		
Unit-2	TQM Tools and the Improvement Cycle: Measurement of quality, Costs of quality, Tools and techniques for quality improvement, Statistical process control, Quality improvement techniques in service industries, Specific techniques for design, reliability, maintenance and process improvement, Quality of design Quality of conformance to design, Control of non-conforming products: Identifying and classifying non-conformance. Documenting non-conforming products. Re-inspection of repaired and reworked products, Corrective, and preventive action.	10Hours	CO2
Unit-3	The Quality Organization within an Organization: People and the organizational structure, Responsibilities and performance management, the relationship between the quality organization and top management, Culture change through teamwork for quality improvement, implementing teamwork for quality improvement: the DRIVE model.	10Hours	CO3 & CO4
Unit-4	Quality Control: Introduction to Quality Control, process Control and Product Control, Chance and Assignable causes of Quality variation, Advantages of Shewhart control charts, Process Control charts for variables, X, R and sigma charts, fixation of control limits Japanese total quality control, Deming's system of profound knowledge, BPR, Lean and Six Sigma	10Hours	CO5 & CO6

References Books:

1. Quality and Performance Excellence: Management, Organization and Strategy, James R Evans, 5/E, Thomson South-Western, 2008.
2. Quality Management: Introduction to Total Quality Management for Production, Processing, and Services, David L. Goetsch and D.L. and Stanley Davis, 5/e, Pearson Prentice Hall, 2006.
3. Total Quality Management: Text with Cases, John S. Oakland, 3/e, Butterworth Heinemann Oxford, 2003.

Course Title: SOURCING MANAGEMENT
Course Code: M21MKS442
Course Description: In today's fast moving, competitive environment, all major projects need to be aligned with corporate objectives. Sourcing management has the potential to deliver significant benefits, but large projects require substantial effort and often result in considerable change in the organisation. These projects demand resources and management attention that, depending on corporate priorities, may be better directed elsewhere. Good contracts often flounder because alignment with the corporate operating model is not adequately addressed. All of these factors should be considered prior to initiating sourcing activities. Strategic sourcing is an instrument for flexibility.

Course Objectives:			
The objective of this course is to enable students to:			
1. understand the impact of sourcing on profitability and providing competitive advantage to the organization.			
2. gain appreciation of industry & cultural factors that Sourcing has to deal with locally and globally, for developing appropriate strategies.			
3. recognize the scope of systematic strategic sourcing processes and effectiveness of cross functional team working.			
4. appreciate the role of Sourcing function in the areas of New Product Development, Acquisition of Capital Equipment and identifying New Technology, harnessing IT Systems for ensuring sustained growth to business.			
Course Outcomes:			
On successful completion of this course students shall be able to:			
CO1: understand the importance of sourcing and its relation with other departments.			
CO2: evaluate the vendor based on the sourcing characteristics			
CO3: Applying supplier rating system for selecting optimal suppliers			
CO4: implementing material pricing strategies			
CO5: understand the concept of negotiations in the business.			
CO6: acquire the insights of global sourcing and its legal aspects.			
Course Pre-requisites: This course requires knowledge about theoretical aspects of Supply Chain Management and Production and Operations Management.			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Sourcing fundamentals: The Sourcing Process, Sourcing objectives Responsibilities of Sourcing Relationship with other Departments, Cross Functional Teams in Sourcing Price and Pricing Issues, Strategic Sourcing, Aligning supply management and enterprise objectives, Types of supply management strategies, Evolving sourcing strategies, Portfolio management. Management of inventories, Supply management organization and structure. Sourcing vs Procurement, Sourcing activities. Purchasing, Purchasing Cycle, Characteristics of a Purchasing Manager, Risks to be considered by Purchase Manager. Make or Buy Decision:	9Hours	CO1
Unit-2	Evaluating Suppliers' Efficiency: Vendor Rating, Selection and Development: Need for Measuring Supplier Performance, Categories of Suppliers, Supplier Evaluation and Selection Process, Vendor Rating process, Factors Affecting the Selection of Optimal Suppliers or Vendor Rating, Suppliers Evaluation Methods/ Vendor Rating Methods, Advantages of Vendor/Supplier Rating. Vendor Process Capability and Material Handling: Introduction to Process Capability, Characteristics of Vendor Process Capability, Handling the Vendor Process Capability, Advantages of Vendor Process Capability.	10Hours	CO2 & CO3
Unit-3	Price Determination and Negotiation: Objectives of Pricing, Factors Influencing Pricing, Types of Pricing Strategies, Negotiation in sourcing: Meaning of Negotiation, Negotiation framework, Negotiation planning Power in negotiation, Examples of Negotiation, Types of Negotiations, The Process of Negotiation, Skills for Successful Negotiating, and Obstacles to Negotiation. Concessions, Comprehensive global negotiation skills and enhanced cultural understanding, Impact of electronic media on negotiations, Contract Management Elements of a contract, Types of contracts, Long-term contracts in alliances and partnerships, Strategic cost management: Price	10Hours	CO4 & CO5

	analysis; Cost analysis techniques: Total Cost of Ownership; Collaborative approaches to cost.		
Unit-4	Legal Aspect of Purchasing Management and Global Sourcing: An Introduction, The Indian Contract Act, 1872, GST, Law of Carriage of Goods. Public Purchasing: Procurement Process, Fundamental Principles of Public Buying; Tendering: Introduction, Terminologies used in Tendering, Tendering Process, e-Tendering. Worldwide sourcing: From domestic buying to international purchasing; Global Sourcing, Developing a worldwide sourcing program.	10Hours	CO6

Reference Books:

1. Purchasing and Supply Management, Michiel Leenders, P. Fraser Johnson and Anna Flynn, 14/e, McGraw-Hill Education, 2010.
2. Purchasing and Supply Chain Management, Monczka, Hadfield, Guinepero and Patterson, 6/e, Cengage Learning, 2016.

Course Title: MANAGEMENT OF MANUFACTURING SYSTEMS
Course Code: M21MKS443
<p>Course Description:</p> <p>Manufacturing is the organized activity devoted to the transformation of raw materials into marketable goods. This course introduces the viewer to the concepts of Manufacturing Systems Management. The course primarily addresses Cellular Manufacturing, JIT systems, Synchronous manufacturing, and Flexible manufacturing. Topics such as cell formation, cell scheduling, JIT systems, TOC principles, Loading and scheduling in Flexible manufacturing are addressed. Manufacturing Systems Management is a discipline built upon a collection of methodological tools brought together to affect an integrated or "total" approach to problem-solving in manufacturing engineering and management, with productivity improvement as its overall objective.</p>
<p>Course Objectives: The objective of this course is to:</p> <ol style="list-style-type: none"> 1. achieve maximum productivity through the design, improvement and installation of integrated systems of human, machine and equipment. 2. translate designs into economical, environment friendly and reusable products rather than with the fundamental mechanics of design. 3. provide the theoretical and intellectual framework that can be focused more in particular to the area of interest. 4. maintain and incorporates inputs from a variety of disciplines, while maintaining the engineer's familiarity and grasp of physical processes.
<p>Course Outcomes:</p> <p>On successful completion of this course students shall be able to:</p> <p>CO1: Analyze the requirements of manufacturing systems and its challenges.</p> <p>CO2: Gain familiarity of algorithms and models that are necessary for manufacturing management.</p> <p>CO3: Understand the strategies of Manufacturing</p> <p>CO4: Apply the modelling techniques of operator allocation planning in OKP (one of a kind production).</p> <p>CO5: Gain familiarity of Scheduling and Squencing</p> <p>CO6: Acquire the knowledge of JIT, Kanban systems in manufacturing sector a case of TOYOTA.</p>
<p>Course Pre-requisites:</p> <p>Theoretical aspects of Supply chain Management and production and operations management.</p>
Pedagogy: Direct Method, ICT, Case study

LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Introduction to Manufacturing System: The challenge. Requirements of Manufacturing. Various methodologies. Cellular Manufacturing. Cell Formation: - Early methods, Production Flow Analysis, Rank Order Clustering, Similarity based methods.	9Hours	CO1
Unit-2	Manufacturing Strategy: – Competitiveness, Strategy and Productivity – Strategy Formulation Process – Strategic Options – SWOT Analysis – World class manufacturing practices – Operations strategy in global economy	10Hours	CO2
Unit-3	Scheduling and Sequencing: Part subcontracting. Product based cell formation Operator Allocation. Rabbit chasing. Dedicating operators. Static operator allocation problems. Network Models. Cell scheduling and sequencing, Part Family sequencing, Dispatching rules. Cell layout.	10Hours	CO3 & CO4
Unit-4	Just in Time Manufacturing: Concepts and definitions. Implementation issues, Kanban, CONWIP and Kanban, Synchronous Manufacturing, The Goal, Principles of SM, TOC and LP. Scheduling. Flexible Manufacturing Systems.	10Hours	CO5 & CO6

Reference Books:

1. Purchasing and Supply Management, Michiel Leenders, P. Fraser Johnson and Anna Flynn, 14/e, McGraw-Hill Education, 2010.
2. Purchasing and Supply Chain Management, Monczka, Hadfield, Guinepero and Patterson, 6/e, Cengage Learning, 2016.
3. Strategic Procurement Organizing Suppliers and Supply Chains for Competitive Advantage, Caroline Booth, 2/e, Kogan Page Limited, 2014

Health Care Management
Course Title: PUBLIC HEALTH SYSTEM
Course Code: M21MKS451
Course Description: The course provides a basic introduction to public health management with emphasis on health promotion and disease prevention in all phases of life. It will include the history of public health work, policy making with the scientific theoretical foundation, national and international strategies and legal basis for public health and knowledge of public health, mapping and surveillance of the state of health in the population and models for efficient and knowledge based public health work.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To know the Basic Concepts Public Health System. 2. To understand National Health Programs related to Communicable diseases. 3. To manage de-addiction and rehabilitation centers. 4. To enable to manage Emergency Epidemic System.
Course Outcomes: On successful completion of this course students shall be able to: CO1: To understand public health management with emphasis on health promotion and disease prevention in all phases of life. CO2: To manage Alcoholism, de-addiction and rehabilitation centers. CO3: To implement Waste disposal management (Solids and Liquids). CO4: To implement National Health Programs related to Communicable diseases

CO5: To international strategies and legal basis for public health CO6: To apply Emergency Epidemic Management System to society.			
Course Pre-requisites: Basic knowledge of Banking			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 2:1:0			
Course type: Soft core			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Basic concepts and methods of Epidemiology and application to the variety of disease problems – Health for all and primary Health care – Clinical trails – community trails – ethical considerations – inference from epidemiological studies.	9Hours	CO1
Unit-2	National Health Programmes related to Communicable diseases- Malaria, Filarial, Tuberculosis, Leprosy, AIDS, and STD National Health Programmes related to Non Communicable diseases – Cancer, Blindness, Diabetes, and Mental Health-Reproductive and child health programme(RCH)-Health related national programmes	10Hours	CO2 and CO3
Unit-3	Alcoholism and drug dependency: Alcohol and alcoholism – opioid drug use – cocaine and othercommonly abused drugs – nicotine addiction – setting up de-addiction and rehabilitation centers. Environmental and Occupational hazards – Hazards of environment and work place – Sterilizations – Autoclaves – Waste disposal management (Solids and Liquids) – Incinerators	10Hours	CO4
Unit-4	Emergency Epidemic Management System – Safety systems – Immunization and Isolationsystems – Communication systems – Public Health Service Systems – Health and Population policy and Strategies – District Health Organization – Regionalization of health care	10Hours	CO5 and CO6

References Books:

1. Gilienfeld, FOUNDATION OF EPIDEMIOLOGY
2. Brilliant Lawrence, SMALLPOX ERADICATION IN INDIA
3. Ronald Gold Et.El., PRE-TEST SELF ASSESSMENT AND REVIEW

Course Title: HOSPITAL ARCHITECTURE, PLANNING AND MAINTENANCE
Course Code: M21MKS452
Course Description: This course has been designed to give the complete overview of the various aspects of hospital infrastructure design and planning. This course is all inclusive of architecture, health facilities planning and design, interior design, signage and way finding systems, Hospital standards, product design and equipment planning.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To define hospital administration and hospital as a system. 2. To know hospital infrastructure design and planning. 3. To Design proper infection control through better Planning & Layout.

4. To facilitate the health facilities planning and design to improve the Hospital standards.			
Course Outcomes: On successful completion of this course students shall be able to:			
CO1: To understand Design and construct the hospital with an effective administration and financial management.			
CO2: To Plan and develop an effective hospital supportive system for all types of hospital services.			
CO3: To Evaluate the proper functioning and services provided by the hospitals.			
CO4: To apply design and planning of the hospital system in healing the patient.			
CO5: To provide Facility ensuring better Patient & Staff Flow and controlled air movement for infection control.			
CO6: To be designed with regard to meeting the Patient Safety requirements of the Accreditation Standards.			
Course Pre-requisites: Basic knowledge of Banking			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 2:1:0			
Course type: Soft core			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Hospital as a system: Definition of hospital – classification of hospitals – changing role of hospitals – role of hospital administrator – hospital as a system – hospital & community.	9Hours	CO1
Unit-2	Planning: Principles of planning – regionalization - hospital planning team – planning process –size of the hospital – site selection – hospital architect – architect report – equipping a hospital –interiors & graphics – construction & commissioning – planning for preventing injuries –electrical safety	10Hours	CO2 and CO3
Unit-3	Technical analysis: Assessment of the demand and need for hospital services – factors influencing hospital utilization – bed planning – land requirements – project cost – space requirements –hospital drawings & documents-preparing project report.	10Hours	CO4
Unit-4	Hospital standards and design: Building requirement – Entrance & Ambulatory Zone – Diagnostic Zone – Intermediate Zone – Critical zone – Service Zone – Administrative zone – List of Utilities – Communication facility – Biomedical equipment - Voluntary & Mandatory standards – General standards – Mechanical standards – Electrical standards – standard for centralized medical gas system – standards for biomedical waste	10Hours	CO5 and CO6

References Books:

- 1.Gupta S.K;Sunilkant Chandra Shekhar; R Satpathy, Modern Trends In Planning And Designing Of Hospitals
- 2.Syed Amin Tabish, Hospital And Nursing Homes Planning, Organisations & Management
3. Hospital Administration & Management – by S. L. Goel & R. KumarDeep & Deep Publications
4. Applied Clinical Engineering – by Barry N. Feinberg, Prentice Hall,1984.

5. Clinical Engineering Principle & Practices – By John G. Webster & Albert M. Cook, Prentice Hall.

6. Hospital Facilities, Planning & Management – by G. D. Kunders, Tata McGraw Hill.

Course Title: PURCHASE MANAGEMENT & INVENTORY CONTROL FOR HOSPITALS			
Course Code: M21MKS453			
Course Description: This course enables the students to know the Materials Management Department and supervision of materials likes Planning, Purchasing, Store & Inventory Control, Care and Preservation, Issue of materials, Accounting and Disposal of scrap. It is in direct contact with the operator department in its daily activities.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To know the Principles of Purchase Management. 2. To familiarise with the concepts of procurement. 3. To understand stores management and inventory control system. 4. To curtailing the total cost of inventory. 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: To understand the procurement procedure and Methods of payment. CO2: To curtailing the total cost of inventory. CO3: To preserve the stores records, suitable location, and stocking CO4: To manage and maintenance of the materials for timely clearance and efficient handling. CO5: To facilitate Equipment Planning and Procurement. CO6: to keep track of medical supplies, order and dispense prescriptions, or sell health products to patients.			
Course Pre-requisites: Basic knowledge of Banking			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 2:1:0			
Course type: Soft core			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Principles of Purchase Management - Tendering procedures – procurement procedure -Vendor development and rating – Methods of payment	9Hours	CO1
Unit-2	Inventory control: Definition -objectives of Inventory Control – Types of Inventory cost – Types of Inventory Control – Pareto’s law -ABC /VED / SDE Analysis – Lead Time – Buffer stock – Reorder level – Economic Order Quantity (EOQ) – Types of Inventory Control systems.	10Hours	CO2 and CO3
Unit-3	Stores Management- location and layout – Standardization, Codification and Classification of materials – Material accounting and physical distribution – Store documentation– condemnation and	10Hours	CO4

	disposal of scrap, surplus and obsolete materials – Types of stores in a Hospital.		
Unit-4	Equipment Planning and Procurement: Steps in equipment selection – Utilization index – Factors leading to poor utilization of equipment- planning and procurement of spares / accessories /consumables	10Hours	CO5 and CO6

References Books:

1. Mr. K S Menon, STORES MANAGEMENT 2ed., Macmillan India Ltd.,
2. Mr. B S Sahay, SUPPLY CHAIN MANAGEMENT, Macmillan India Ltd

Strategic Leadership			
Course Title : INNOVATION AND LEADERSHIP			
Course Code: M21MKS461			
Course Description: A leader's ability to discover and implement innovations is crucial to adapting to changing technologies and customer preferences, enhancing employee creativity, developing new products, supporting market competitiveness, and sustaining economic growth, this course is designed to make students aware that Innovate or stagnate: that is the stark challenge facing all businesses today. Creating an innovative climate is essential for positive organizational change and this throws up a need for leaders who can bring about this change.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Understand the need for Innovation leadership 2. Comprehend the nuance of Idea generation in Innovative leadership 3. Twig the challenges involved in implementation of Innovation in Management 4. Grasp the need of Innovative Thinking 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Identify and set innovative goals CO2: gain understanding on the importance of Idea generation as a first step towards Innovation leadership CO3: Gain through knowledge about the Innovation implementation process CO4: Embrace Innovation leadership practices CO5: Assess the leadership capabilities in Innovative leadership and practically implement it accordingly CO6: Present the Innovative leadership strategies for the ever changing business realm.			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 3:0:0			
Course type: Soft core			
Contact Hours: 36			
Units	Detailed Syllabus	Contact hours	CO
UNIT-1	Leading Innovation	8 Hours	CO1

	Innovation, understanding the need for Innovation, Vision for change, fight the fear of change, Innovation in the modern economy, set goals for innovation, understanding creativity, role of creativity in Innovation, Strategies for Creativity and Innovation in Organizations. Glidden's CREATE Model of innovation leadership.		
UNIT-2	Generating Ideas Idea Generation, Importance of Idea generation, Tools and techniques of Idea Generation-Idea Challenge, SCAMPER Technique, Opposite thinking, Brainstorm cards, six thinking hats, Analogy thinking, Managing Ideas, Idea management tools, Ideation methods, Innovation funnel vs Innovation pipe line, Innovative Sprint Masters and their related responsibilities.	8 Hours	CO2
UNIT-3	Innovation Leadership Business thinking VS. Innovation Thinking, Beyond the 'Innovation Silo', Building Blocks for Innovation Leadership, Effective Innovative Thinking requires all Three-Innovation Leadership Toolset, Innovation Leadership Skillset, Innovation Leadership Mindset, Bringing Focus to Innovation Leadership, Building up the innovative capabilities of workers, Lead innovation and embrace Innovative Leadership	8 Hours	CO3 & CO4
UNIT-4	Implementation Innovation Process Innovation management definitions, Innovation management areas, Planning the Implementation and management of Innovation, Innovation process, steps in implementing Innovation, Implementation process of Innovation, Challenges of Innovation implementation. Leadership strategies to tackle the challenges and successful implementation of Innovation.	8 Hours	CO5 & CO6

References Books:

1. The Innovative Leader: How to Inspire your Team and Drive Creativity, Paul Sloane, Kogan page publishers, 2020
2. Becoming a Leader Who Fosters Innovation, David Magellan Horth and Jonathan Vehar, White papers, center for creative leadership.

Course Title : Inclusive Strategic Leadership
Course Code: M21MKS462
Course Description: The aim of this unit is to enable leaders to develop an in-depth understanding of equality, diversity and inclusion at a strategic level. Leaders will have the opportunity to critically assess structural inequality within an organisational and societal context. They will discuss approaches to comply with legal and good practice requirements and to appraise the influence of equality, diversity and inclusion on strategic objectives
Course Objectives: The objective of this course is to:

1. Understand the need for structural equality
2. Comprehend the policy development and implementation operational practice
3. Inclusion of equality and diversity into organizational process
4. Understand the legal obligations.

Course Outcomes: On successful completion of this course students shall be able to:

CO1: Understand the the impact of equality, barriers to achieve equality

CO2: gain understanding on policy development and analysis

CO3: Gain knowledge about the strategic priorities and equality objectives

CO4: understand the levels of implementing equality in organization

CO5: Embedding of diversity and inclusion objectives

CO6: Asses the legal and regulatory requirements

Pedagogy: ICT, Flip classroom, Case based

LTP: 3:0:0

Course type: Soft core

Contact Hours: 39

Units	Detailed Syllabus	Contact hours	CO
UNIT-1	Structural inequality: Systemic, institutional barriers Criteria, practices, and processes. Methods of entry to organisations. Opportunities for progression (e.g. Glass ceiling). Attitudes, beliefs, perceptions and unconscious bias. Over/under-representation in workforce and service user profile. Disproportionate outcomes for staff or service users. Profile of senior level staff.	8 Hours	CO1
UNIT-2	Policy development and implementation. Equality analysis Consistent involvement and engagement of ‘experts by experience, Data and information management, Disseminating, embedding equality, diversity and inclusion into operational practice. Development of strategic priorities and equality objectives. Learning and development programmes which embed equality, diversity and inclusion	12 Hours	CO2 & 3
UNIT-3	Embedding equality, diversity and inclusion into overarching aims and objectives of an organisation (Development of specific equality, diversity and inclusion objectives (e.g. recruitment, retention, career development).	9 Hours	CO4 &5
UNIT-4	Legal and regulatory requirements: Legislative framework (Equality Act, 2010). Protected characteristics. Types of discrimination. Prohibited conduct. Rights and responsibilities of employers and employees. Interrelationship with other legal and regulatory frameworks. Human Rights Act (1999). Gender Recognition Act 2004. Prevent Strategy (2011).	10 Hours	CO6

Reference Books:

1. Kirton, G. and Greene, A-M. (2016). The Dynamics of Managing Diversity. A Critical Approach. 4 th ed. Abingdon, Oxon: Routledge.

2. Malone, T. (2019). Equality, Diversity & Inclusion: A practical guide: Terminology, Communities and Dignity

Course Title : GLOBAL STRATEGIC LEADERSHIP			
Course Code: M21MKS463			
Course Description:			
<p>The world is changing around organizations on a daily basis. Innovations in technology, new ways of doing business, emerging markets, globalization, and more are increasing the need for leaders to deal with change directly. Change within organizations is difficult enough without the added dimension of a global context. Issues such as culture, language and geographical context are just a few of the many obstacles that can be faced by leaders when attempting to affect change globally.</p> <p>This Course will deal directly with the issue of leading change in a global context. Examining the cultural and contextual factors involved in global leadership will allow for a deeper understanding of both the similarities and differences that exist between global and domestic change.</p>			
Course Objectives: The objective of this course is:			
<ol style="list-style-type: none"> 1. To realize the need of global leader 2. To understand the various global leadership roles 3. To gain an understanding on global collaborations 4. To acquire insights on global leadership development program 			
Course Outcomes: On successful completion of this course students shall be able to:			
<p>CO1: understand and comprehend the difference in a local leaders and a global leader</p> <p>CO2: develop a personal global mindset</p> <p>CO3: understand the myths about global mindset competences.</p> <p>CO4: gauge the raising need of Virtual collaboration</p> <p>CO5: Assess the global leadership capabilities during organizational change and prepare policies accordingly</p> <p>CO6: Present the global leadership strategies to be future ready</p>			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 3:0:0			
Course type: Soft core			
Contact Hours: 36			
Units	Detailed Syllabus	Contact hours	CO
UNIT-1	Global Leadership Defining Global leadership, Global Leader, Leading with a Global mindset, key elements of Global leadership, stages of globalization model, differentiates in one culture to another, essential traits of a global leader, Importance of building strength, Leadership during Global Expansion and diversification, Obstructions in Global leadership.	8 Hours	CO1
UNIT-2	Global Leadership Roles Conceptual framework of globality in leadership, characteristics of complexity: multiplicity, interdependence, ambiguity, and flux,	8 Hours	CO2

	produce a multiplier effect, which reflects the inherent context of global leadership, developing a personal global mindset –steps and perspectives. Global Leadership Roles-Roles different at home and away, paradox navigation in Global Leadership, Global Leadership Style-Alignment or Diversity-Oriented		
UNIT-3	Strategic Global Mindset Building Trust and managing conflicts in global collaborations, contingencies for global leadership, global leadership GPS, Strategic global Mindset-Keyhole model, Global Activation-Organizational facilitation and support structure, Organizational accelerators and enablers, Priority areas for organizational facilitation of global leadership, Facts and Fictions-Myths about Global mindset competences.	8 Hours	CO3 & CO4
UNIT-4	Global Leadership Development Indicators signaling serious challenges in global leadership arena, reasons behind complications in developing global management talent, Virtual collaboration and distance Leadership-Leading teams and different time zones, Management of technological issues, Management of culture/language differences in virtual teams, steps towards, involving in-house team in virtual leadership methods for assessing global leadership potential	8 Hours	CO5 & CO6

Reference Books:

1. The Global Leadership Challenge, J. Stewart Black, Allen J. Morrison, Routledge publishers, 2020, ISBN-9781000074864
2. Global leadership development, how global organizations can successfully position leaders for global expansion Jack Zenger, Joe Folkman, and Chris Evans.

Entrepreneurship
Course Title: LEGAL COMPLIANCES FOR START-UPS IN INDIA
Course Code: M21MKS471
Course Description: This course is all about being aware of the legal matters related to business from the start. Starting from the correct choice of a legal structure to know about the registration process for the same to taking care of its employees and the tax and financial affairs of the entity .
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. understand the basic legal requirements to start a business. 2. know the documentations required for incorporating a business 3. familiarize with the various laws and their compliances related to startups in India 4. Gain knowledge about the regulatory framework of start-ups in India .

Course Outcomes:			
Course Outcomes: On successful completion of this course students shall be able to:			
CO1: know about the legal structures and needed documents to incorporating a start-up.			
CO2: Understand various compliances related to starting of a company			
CO3: well versed with the regulatory framework in India to start a company.			
CO4: start their own business with legal frameworks avoiding the legal mistakes .			
CO5: realize the importance of regulations for start-ups.			
CO6: start their own enterprise with proper knowledge about legal compliances to run a company			
Course Pre-requisites:			
Theoretical aspects of Supply chain Management and production and operations management.			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	<p>Legal Structure of Start-ups</p> <p>Eligibility Criteria for start-ups, Legal Structures for a startup, factors to be considered while choosing the legal structure of a start-up, Types of legal structures: Sole Proprietorship, Partnership, limited liability company, corporations, Incorporation related compliances / Registration requirements as a legal entity, Applying for business licenses</p>	9Hours	CO1
Unit-2	<p>Documentation requirements for startups</p> <p>Drafting the incorporation documents and contracts under the Companies Act, 2013, Work Agreements, Technical Agreements, Company policies, Intellectual Property Management</p>	10Hours	CO2
Unit-3	<p>Company law and Taxation based Compliances</p> <p>Company Law based Compliances as per the Companies Act, 2013 : Annual General Meeting (AGM), Board Meetings, Mandatory filing of forms , Appointment of Auditor (E-Form ADT-1), e-Form MGT-7, e-Form AOC-4, Directors’ Report, Form MBP-1, Form DIR-8, Compulsory Maintenance of Certain Registers</p> <p>Taxation based Compliances under Income Tax Act, 1961 – filing Income Tax Returns, Tax Audit Reports, TDS Returns, assessment of tax liability. GST Act, 2017 – Registration of establishment under the GST Act, Filing of monthly, quarterly and annual returns. Tax Rebates : Three years tax holiday in seven years, Tax exemption on long-term capital gains (LTCG), Tax exemptions on investments above the fair market value, Tax exemptions to individual/HUF on LTCGs from equity shareholding</p>	12Hours	CO3 & CO4

Unit-4	Other Important Compliances Labour law-based Compliance, Protecting intellectual property, Website terms and conditions/privacy policy, Compliances for the wind-up process of a start-up.	08Hours	CO5 & CO6
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Reference Books:

1. Entrepreneurship, Rober D. Hisrich, Michael P.Peters and Dean A. Shepherd, 10/e, McGraw-Hill Education, 2017.
2. Entrepreneurship Development-Small Business Enterprises, Poornima Charantimath, 2/e, Pearson Edition, 2013.
3. Entrepreneurship, Rajiv Roy, Oxford University Press, 2011.

Course Title: : ENTREPRENEURIAL LEADERSHIP SKILLS
Course Code: M21MKS472
Course Description: The course Entrepreneurial Leadership skills will equip the students with the necessary knowledge, skills, and competencies to start a business or to be successfully employed. The course is all about entrepreneurial leadership, a new and modern type of leadership which is a combination of leadership qualities and the spirit of entrepreneurship.
Course Objectives: The objective of this course is to enable students to: <ol style="list-style-type: none"> 1.realize the importance of entrepreneurial leadership. 2. Identify the qualities of an entrepreneurial leadership and nurture the required qualities to be an successful leader 3. Develop and communicate a vision essential for effective entrepreneurial leadership, to enhance their creativity/inventiveness, and develop the compass needed for successful transformation 4. Identify key variables or critical success factors that are considered to be important for entrepreneurial leadership effectiveness
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: Develop their own approach to entrepreneurial leadership CO2: Develop a shared purpose, values, and vision for an innovative startup enterprise CO3: Critically examine different entrepreneurial leadership approaches and practices, focusing on ventures with technological and business model innovations CO4: Understand how to build a culture of empowered leaders in the venture CO5: Develop judgment for when and how to use hard versus soft leadership approaches CO6: Succeed in a world where smart, orchestrated networks and tiny firms that do not need much capital to compete with larger organizations</p>
Course Pre-requisites: Theoretical aspects of Supply chain Management and production and operations management.
Pedagogy: Direct Method, ICT, Case study
LTP: 2:1:0
Course type: SC

Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	The Startup Leadership Context: Introduction to Entrepreneurial Leadership-Importance of Entrepreneurial Leadership, Characteristics of Entrepreneurial Leaders, Dimensions of Entrepreneurial Leadership, Entrepreneurial Dreams and Aspirations, Charismatic and Transformational Leaders - Leadership Styles, Situational Leadership and Social Responsibility.	10Hours	CO1
Unit-2	Entrepreneurial Motivation: Entrepreneurship and Indian Social System, Entrepreneurial Motivation and Need for Achievement, Goal Setting and Problem Solving, Building New Identity, Creativity and Design Thinking.	10Hours	CO2
Unit-3	Entrepreneurship Skills and Competencies: Cultivating an Entrepreneurial Mindset, Types of Entrepreneurs and their Challenges, Intellectual innovation and creativity , Influence, Power, Politics and Ethics for Leadership , Global and civic responsibility	10Hours	CO3 & CO4
Unit-4	Leadership Versatility in Startups, Envisioning and Engaging Team , Communication, Negotiation, networking Developing Organizational Culture in Startups, Building resilience when Startups Break Down	09Hours	CO5 & CO6

References Books:

1. Leadership Research Findings , Practice and Skills (7th Edition) by J Dubrin , Cengage Learning , 2012.

Course Title: INSTITUTIONAL SUPPORT SYSTEM FOR ENTREPRENEURS
Course Code: M21MKS473
Course Description: This course on institutional support systems for entrepreneurs will highlight the support provided to entrepreneurs by different types of institutions in India. It covers the formulation of various policies, providing support, regulating, and facilitating to development of manufacturing and service enterprises with the help of many institutions.
Course Objectives: The objective of this course is to enable students to: <ul style="list-style-type: none"> 1. Familiarize the students with the institutional support system for entrepreneurship and create new ventures. 2. Know the array of institutions in the financing, giving technical support and training in entrepreneurial activities. 3. Understand the mechanism of institutional support at various levels of operation in detail. 4. Be aware of the Governmental schemes and policies toward promoting entrepreneurial talent.
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: understand the institutional support mechanism available to promote entrepreneurship.</p> <p>CO2: approach various financial institutions for funding to start up new ventures.</p>

CO3: acquire training and develop their skills through different training institutions that support entrepreneurship development.			
CO4: get technical support from the various institutions that provide technical assistance to the entrepreneurs.			
CO5: know the policy regulation of the Government and various schemes of the government in order to establish your own business.			
CO6: start their own business ventures.			
Course Pre-requisites:			
Theoretical aspects of Supply chain Management and production and operations management.			
Pedagogy: Direct Method, ICT, Case study			
LTP: 2:1:0			
Course type: SC			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	The institutional support system at various levels: 1. Central Government 2. State Government 3. Non-Government Support System 4. District Industries Centres (DIC). Assistance to an entrepreneur: Industrial Park -Meaning, features, Special Economic Zone -Meaning, features & examples, Industrial Estate, Financing of Industrial Estates. Khadi and Village Industries Commission (KVIC)	10Hours	CO1
Unit-2	A brief overview of financial institutions in India - Central level and state level institutions - Small Industries Development Bank of India (SIDBI) - National Bank for Agriculture and Rural Development (NABARD) - Industrial Development Bank of India (IDBI) - Industrial Finance Corporation of India (IFCI), National Small Industries Corporation Ltd (NSIC), State Small Industries Corporation (SSIC), Regional Rural Banks (RRBs), State Financial Corporations (SFCs), State Industrial Development Corporations (SIDCs), Cooperative Banks and Gramin Banks .	10Hours	CO2
Unit-3	Institutions for Technical Guidance : Small Industries Development Organisation (SIDO), District Industry Centres (DICs), Technical Consultancy Organisations (TCOs), Small Industries Service Institutes (SISIs), State Small Industries Development Corporations (SSIDCs), Industrial Development Corporation (IDC) Institutions for Training: Small Industries Service Institute (SISI), Council for Advancement of Peoples Action and Rural Technology (CAPART), District Industries Centre (DIC)	10Hours	CO3 & CO4

Unit-4	Support for Innovation and Entrepreneurship provided by Government of India : Startup India, Make in India, Digital India, Pradhan Mantri Kaushal Vikas Yojana, Atal Innovation Mission (AIM), Stand-Up India, Trade-related Entrepreneurship Assistance and Development (TREAD), Department of Science and Technology (DST), Biotechnology Industry Research Assistance Council (BIRAC), Support to Training and Employment Programme for Women (STEP), Science for Equity Empowerment and Development (SEED), single window system . Institutional support for Women Entrepreneurs in India . Latest Industrial Policy of Govt of India.	09Hours	CO5 & CO6
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References Books:

1. Entrepreneurship Development in India by Debasish Biswas and Chachal Dey , 2021 by Routledge.
2. Entrepreneurship Development-Small Business Enterprises, Poornima Charantimath, 2/e, Pearson Edition, 2013.
3. Entrepreneurship, Rajiv Roy, Oxford University Press, 2011.

Banking & Insurance			
Course Title: CORPORATE AND RETAIL BANKING			
Course Code: M21MKS481			
Course Description: This course is designed to help the students to identify the broad prospective of current issues and future prospects of Corporate and Retail banking and acquaint them with the regulatory system and monetary policies within which it operates.			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Identify basic concepts in the area of Corporate and Retail Banking 2. Analyse the Retail Product Development Process 3. Understand the Marketing and Selling of retail products 4. Comprehend the issues in Retail Banking 			
Course Outcomes: On successful completion of this course students shall be able to: CO1: Understand the role within the Banking Operations CO2: Interpret the various Asset Products CO3: Relate the knowledge of Liability Products CO4: Analyze the impact of customer relationship management CO5: Explain the recovery of Retail Loans CO6: Evaluate the Reverse Mortgage			
Course Pre-requisites: Basic knowledge of Banking			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 2:1:0			
Course type: Soft core			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO

Unit-1	<p>Introduction History and definition, role within the bank operations, Applicability of retailing concepts distinction between Retail and Corporate/ Wholesale Banking.</p>	9Hours	C01
Unit-2	<p>Retail Products Retail Products Overview – Customer requirements, Products development process, Liabilities and Assets Products/ Description of Liability products, Description of Asset Products, the Approval process for retail loans, credit scoring. Important Asset Products – Home Loans – Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/ Collection. Auto/ Vehicle Loans – Eligibility, Purpose, Amounts, Margin, Security, Disbursement, Moratorium, Prepayment issues, Repayments/ Collection. Personal Loans – Eligibility, Purpose, Amounts, Security, Disbursement, Moratorium, Prepayment issues, Repayments/ Collection, Educational Loans Eligibility, Purpose, Amounts, Security, Disbursement, Moratorium, Prepayment issues, Repayments. Credit/ Debit Cards – Credit Vs Debit Cards, Eligibility, Purpose, Amounts, Margin, Security, Process of using the cards, Billing Cycle, Credit Points, Other Products/ Remittances/ Funds Transfer.</p>	10Hours	C02 and C03
Unit-3	<p>Marketing/ Selling of retail products, MIS and Accounting Retail Strategies – Tie-up with Institutions for Personal loans/ Credit cards/ Educational loans, with OEMs/ Authorized Dealers for Auto/ Vehicle loans, and with Builders/ Developers for Home loans Delivery Channels – Branch, Extension counters, ATMs, POS, Internet Banking, M-Banking. Selling Process in retail products – Direct Selling Agents. Customer Relationship Management – Role and impact of customer relationship management, Stages in customer relationship management process. Regulations and compliance Technology for Retail Banking – Static information, Account opening, basic loan origination data, etc. The updated information like income details at different frequencies. Transaction information from disbursement till final settlement of the loan amount. Analytics/ Alerts. Accounting entries – Loan process and the relevant accounting including EMI Computation.</p>	10Hours	C04
Unit-4	<p>Other issues related to Retail Banking Securitization, mortgage-based securities. Trends in retailing – New products like Insurance, Demat services, online/ Phone Banking, Property services, Investment advisory/ Wealth management. Reverse Mortgage – Growth of e-banking, Cross-selling opportunities. Recovery of Retail Loans – Defaults, Rescheduling,</p>	10Hours	C05 and C06

	recovery process. SARAFESI Act, DRT Act, use of Lok Adalat forum. Recovery Agents – RBI guidelines. New products like Insurance – Demat services, online/ Phone Banking, Property services, Investment advisory/ Wealth management. Reverse Mortgage – Growth of e-banking, Cross-selling opportunities. Recovery of Retail Loans – Defaults, Rescheduling, recovery process. SARAFESI Act, DRT Act, use of Lok Adalat forum. Recovery Agents – RBI guidelines.		
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References Books:

1. Retail Banking (2020). Indian Institute of Banking and Finance, Macmillan Publications, New Delhi.
2. Treasury Management (2019). Indian Institute of Banking and Finance, Macmillan Publications, New Delhi.
3. Varshney, P. (2014). Banking law and practice. Sultan Chand & Sons, New

Course Title : INTERNATIONAL BANKING AND TRADE FINANCE			
Course Code: M21MKS482			
Course Description: This course is designed to help the students to identify the impact of trade in International Banking and learn how to assess trade credit proposals			
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. Identify basic concepts in the area of trade finance 2. Analyze the role and importance of trade facilities for economic development 3. Understand the method of International Trade settlement 4. Create documents involved in international trade 			
Course Outcomes: On successful completion of this course students shall be able to: <p>CO1: Identify the various types of Pre-sale and Post-Sale Finance</p> <p>CO2: Interpret the various Foreign Currency loans</p> <p>CO3: Relate the knowledge of Documentary credit and collection.</p> <p>CO4: Analyze the various Risk Bearing Documents</p> <p>CO5: Explain the Seller`s Credit and Buyer`s credit</p> <p>CO6: Evaluate the stages of International Trade</p>			
Course Pre-requisites: Basic knowledge of international trade and Banking			
Pedagogy: ICT, Flip classroom, Case based			
LTP: 2:0:0			
Course type: Soft core			
Contact Hours: 39			
Units	Detailed Syllabus	Contact hours	CO
Unit-1	Trade Finance – Domestic Trade; Pre-sale finance – overdraft, cash credit; Post – sales – documentary bills, clean bills	9Hours	CO1
Unit-2	Types of facilities – cheque purchase, bill purchase/discount, letter of credit and bill negotiation, Advance against bills in the course of	10Hours	CO2 and CO3

	collection, cash credit against book-debts/debtors; Foreign Currency loans such as ECB, FCNR (B) loan, Trade Credit.		
Unit-3	Method Of International Trade Settlement – Open Account, Clean Advance, Documentary credit & collection. Documentary credit – Types of LC – Parties, Mechanism with illustrations	10Hours	CO4
Unit-4	Documents involved in International Trade – Statutory Documents, Financial Documents, Transport Documents, Risk Bearing Documents, International trade; Financing exports (short-term); Pre-shipment finance - export packing credit (EPC); Pre-shipment credit in foreign currency (PCFC); Seller's credit or supplier's credit; Buyer's credit.	10Hours	CO5 and CO6

References Books:

1. Trade Finance (2019). Indian Institute of Banking and Finance, Macmillan Publications, New Delhi.
2. Treasury Management (2019). Indian Institute of Banking and Finance, Macmillan Publications, New Delhi.

Course Title : BANKING AND INSURANCE SYSTEM
Course Code: M21MKS483
Course Description: Banking and Insurance management is an important course, with demand for professionals with specialized knowledge and skills in areas. This course enhances the students management skills in the field of banking, credit management, investment banking and insurance business.
Course Objectives: The objective of this course is to: <ol style="list-style-type: none"> 1. To enhance knowledge on banking and insurance management, its operations and regulatory environment. 2. To study the Role and responsibilities of development officer and agents. 3. To know the Investment management operation of Bank and insurance company. 4. To study the Banking and Insurance management system.
Course Outcomes: On successful completion of this course students shall be able to: CO1: To understand the Banking and Insurance management system. CO2: To understand banking and insurance management, its operations and regulatory environment. CO3: To understand the Investment management operation of Bank and insurance business. CO4: To analyze the contribution of development officer and agents. CO5: To evaluate the different types of risk and its management. CO6: To learn to apply innovative application in Investment Banking and Insurance management.
Course Pre-requisites: Basic knowledge of Banking and Insurance
Pedagogy: ICT, Flip classroom, Case based
LTP: 2:1:0
Course type: Soft core
Contact Hours: 39

Units	Detailed Syllabus	Contact hours	CO
Unit-1	Management Polices of Bank: Banking System in India, Principles of Banking, The Banking Regulation Acts, Creation of Money, Electronic Banking System, Money controlling policies, Role of Reserve Bank of India. Bank's Investment Policies, Different Loan Policies, Credit Management in Bank, Non-Performing Assets (NPAs) Management.	10 Hours	CO1
Unit-2	Role of Development Officer: Meaning - Importance of Development officer, Duties of Development officer. Role of Insurance Agents: Meaning and Definition of Agents, Recruitment and selection of Agents, Training of Agents, Duties of Agents, Code of Conduct for Agents, Rights of Agents, Essential Qualifications for successful Agents, Termination of Agents.	10 Hours	CO2
Unit-3	Investment Report: Nature of Bank Investment, SLR Requirement & Investment, Nature and Significance of Investment Management, Fundamental of Security Investment. Nature and significance of Insurance company investment, Types of Risks in Insurance – Risk Management Methods – Risk Management Process	10 Hours	CO3 & CO4
Unit-4	Management of Finance Bank Accounts, Records, Reports, Statement of Advances, Profit and Loss accounts, Balance Sheet and reports. Management Principles in Insurance: Management function in Insurance, hierarchy, Individual and group behaviour, Management of personnel of manager, Management process of selection, Training , Promotion etc.	9 Hours	CO5 & CO6

References Books:

1. Gerald Hatler, Bank Investments and Funds Management, Macmillan
2. Banking, Risk and Insurance Management, N.R. Mohan Prakash Vikas Publishing
3. Gupta, P. K, Insurance and Risk Management, Himalaya Publishing House