



**JAIPUR NATIONAL**  
**UNIVERSITY**  
A venture of The Seedling Group of Educational Institutions

## **Master of Business Administration (MBA)**

**Distance Mode: Starts at Page 2**

**Online Mode: Starts at Page 145**

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**PROGRAM PROJECT REPORT – MBA – Distance Mode**

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## MBA – Distance Mode

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### 1. Program Overview

#### 1.1 Program's Mission and Objectives

The program's mission is to fully prepare students with high-level competence by imparting the latest concepts and technology, aligning them with industry demands. The objectives of the program are as follows:

- i. Offer an opportunity to earn an M.B.A. degree to individuals facing challenges pursuing a traditional M.B.A. course due to job commitments or other circumstances.
- ii. Enable learners to study at their own pace and from their preferred location.
- iii. Provide students with a solid foundational understanding of business and commerce.
- iv. Cultivate skills in commerce and management.
- v. Create a pathway for self-employment and contribute to the workforce needs of financial, commercial, and business institutions by producing qualified individuals.

Develop Information Technology skills among students, crucial in today's business and commerce landscape.

#### 1.2 Relevance of the Program with JNU's Vision and Mission

Jaipur National University (JNU) was established in 2007. JNU provides a world-class learning experience, with a highly accomplished faculty, numerous extracurricular activities, and a wide range of academic pursuits. The university fosters holistic development of students.

JNU with its vision to transform the Education Landscape of India and contribute to the maximum to improve the GER of India has plans to launch affordable and flexible education programs. Distance programs are an excellent way to launch affordable and flexible education programs in sync with the vision and mission of the university stated below:

**University Vision:**

To be a leader in creating unique and exclusive learning opportunities in all disciplines of study that ultimately lead to the advancement of learning and creation of a sustainable society and environment.

### **University Mission:**

- Provide global opportunities of learning through broad and balanced academic programmes.
- Explore and hone the potential of stakeholders, develop their human and intellectual capacities to the fullest.
- Create and maintain excellence with high standard driven activities, universal significance and acknowledgement.
- Inculcate and keep track of the current trends and finest practices in education for constant growing and evolving.

### **1.3 Nature of Prospective Target Group of Students**

The curriculum of M.B.A. is designed in such a way that it helps the students to become not only more employable but also encourage them to become entrepreneurs. Primarily the target group of learners will be:

- Population living in remote areas where higher education institutes are not easily accessible.
- Learners who could not get admission in the regular mode due to limited intake capacity.
- Learners who are working and who desire to pursue higher education as a means for movement up the ladder.
- Learners who are unable to pursue Higher education due to social, financial and economic compulsions as well as demographic reasons.

### **1.4 Appropriateness of programs to be conducted in Distance mode to acquire specific skills and competence**

Graduates with an MBA can pursue career advancements or new opportunities in virtually any industry, including technology, finance, healthcare, and government, among others. This degree is designed to prepare candidates for senior management roles, enhancing their prospects for leadership positions and entrepreneurial success.

This degree's flexibility in elective subject and its broad applicability across industries make it highly valuable for those looking to enhance their management skills and advance their careers.

## 2. Procedure for Admission and Curriculum Transaction

The academic programs catered to candidates enrolled in the Distance mode of learning are facilitated by CDOE-JNU, with the backing of various faculties within the University. Eligibility criteria, course structure, detailed curriculum, program duration, and evaluation criteria are subject to approval by the Board of Studies and Academic Council, adhering to UGC guidelines for programs falling under the purview of Distance mode for degree conferment.

Below are the details of the admission procedure, eligibility criteria, fee structure, curriculum, program delivery, information about the Learning Management System (LMS), and assessments and evaluations.

### 2.1 Procedure for Admission

Students who are seeking admission in programs offered by CDOE-JNU need to apply through <https://online.jnujaipur.ac.in/> in the courses offered.

#### 2.1.1 Minimum Eligibility Criteria for Admission

The minimum eligibility criteria for admission to the Distance MBA program require candidates to hold a Bachelor's degree of a minimum duration of 3 years from a recognized University in any stream, in accordance with UGC norms. Additionally, candidates must have secured at least 40% marks in the qualifying examination.

Candidates must also fulfill all documentation requirements as specified on the program's website for admission purposes. Failure to submit proof of eligibility within the stipulated timeframe specified by CDOE-JNU will result in the cancellation of admission. Prospective candidates are encouraged to carefully review all instructions provided on the website before proceeding with the application process.

#### 2.1.2 Admission Process and Instructions: Learner Communication

The admission process for the students is provided below:

Step	Process	Particulars
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<b>Step 1</b>	<b>Counselling</b>	Prospective students will receive guidance and counseling for their chosen program from designated and authorized counselors.
<b>Step 2</b>	<b>Registration on admission portal to get access to My Account.</b>	To initiate the registration process, prospective students are required to complete the application form by providing all necessary details and uploading mandatory documents.
<b>Step 3</b>	<b>Details of Document upload</b>	<p>Student Uploads document as follows-</p> <p><u>Personal Documents</u></p> <p>Passport-size Photograph  Student's Signature  Aadhar Card (Back &amp; Front)</p> <p><u>Academic Documents</u></p> <p><i>UG Student -</i>  10th Marksheet  12th Marksheet</p> <p><i>PG Student -</i>  10th Marksheet  12th Marksheet  UG Marksheet  Other Certificates</p> <p>(detailed list of documents is provided in <b>Annexure II</b>)</p>
<b>Step 4</b>	<b>Verification of documents by the Deputy Registrar</b>	The Deputy Registrar is responsible for verifying all documents uploaded by prospective students on the admission portal. Within a timeframe of 48 hours, the Deputy Registrar will review and either approve or disapprove the eligibility of the prospective student for the chosen program.
<b>Step 5</b>	<b>Undertaking</b>	Student will sign Undertaking after Approval in Application.
<b>Step 6</b>	<b>Payment of fees</b>	<p>All eligible students, duly approved by the Deputy Registrar, will get fees payment link activated in their My Account for payment.</p> <p>The Fee is payable through any of the following means:</p> <p>(a) UPI  (b) Credit/Debit Card  (c) Net-banking</p> <p>Note: Cash, bank demand draft and Cheques are not</p>

		accepted
<b>Step 7</b>	<b>Enrolment</b>	After the payment of program fee, the eligible student will get the Enrolment number and access to the LMS within 21 days.
<b>Step 8</b>	<b>Access to Learning Management System (LMS)</b>	

**General Instructions:**

1. Prior to applying for Distance programs, all students are advised to thoroughly read and comprehend the eligibility conditions provided in the student handbook document and outlined on the university website.
2. It is the responsibility of prospective learners to ensure that their educational or qualifying degree has been issued by a recognized university or board only. For learners from Indian higher education institutions, recognition by the regulatory authority of the Government of India is necessary. To verify degrees from recognized boards of education, refer to [www.cobse.org.in/](http://www.cobse.org.in/). For Polytechnic Diploma, check the respective State Board of Technical Education. Verification of degrees from recognized universities can be done at [www.ugc.ac.in/](http://www.ugc.ac.in/). Foreign prospective learners should verify their institutions at [www.aiu.ac.in/](http://www.aiu.ac.in/).
3. Prospective learners must verify their eligibility on the date of admission and ensure that they have passed the qualifying exams before the commencement of the admission batch.

Upon enrollment, students must register with the Academic Bank of Credits (ABC), a central scheme for depositing credit formulated by the Ministry of Education, Government of India. Creation of an Academic Bank of Credits (ABC) ID is mandatory for all students. (Refer to Annexure V for details).

**2.1.3 Program Fee for the Academic Session beginning July 2024**

Program fees for students pursuing MBA offered by CDOE-JNU is mentioned below:

<b>Program</b>	<b>Academic Total Fees (INR)</b>	<b>Exam Fee</b>
<b>MBA</b>	<b>56,000</b>	<b>1500 per semester</b>



## 2.2 Curriculum Transactions

### 2.2.1 Program Delivery

The curriculum is delivered through Self Learning Materials (SLMs) in the form of e-Contents, supplemented by a variety of learning resources including audio-video aids via the Learning Management System (LMS). Furthermore, the program includes contact hours featuring synchronous live interactive sessions conducted through the LMS, adhering to the current UGC norms for course delivery.

### 2.2.2 Learning Management System to support Distance mode of Course delivery

The Learning Management System (LMS) is available on URL <https://lms.jnujaipur.ac.in/users/login> meticulously developed to offer students a truly global learning experience. With a user-friendly interface, the LMS simplifies the learning process and ensures it meets the highest global standards. Utilizing audio-visual teaching methods, self-learning materials, and evaluation patterns, the platform stands out as unique and aligns seamlessly with both industry requirements and the UGC Guidelines.

Students can engage in uninterrupted learning 24x7 via web and mobile devices, allowing them to progress at their preferred pace. The LMS boasts a simple and intuitive user interface, facilitating easy navigation through the e-learning modules. Designed in accordance with standard norms, all learning tools are easily accessible, ensuring a perfect learning experience for all users.

### 2.2.3 Course Design

The curriculum is designed by a committee comprising experts from the parent department of the University and Industry experts, keeping in view the needs of the diverse groups of learners.

### 2.2.4 Academic Calendar for Academic Session beginning July 2024

Sr. No.	Event	Session	Month (Tentative)
1.	Commencement of semester	January	January
		July	July
2.	Enrol learner to Learning Management system	January	Within 21 working days from fee deposit and Eligibility confirmation
		July	
3.	Interactive Live Lectures for query	January	February to May

	resolution	July	August to November
4.	Assignment Submission	January	By April
		July	By October
5	Project Report Submission (Wherever applicable during Final semester)	January	Last week of April
		July	Last week of November
6	Term End Examination	January	May onwards
		July	December onwards
7	Result Declaration of End Term Examination	January	By June
		July	By January

### 3. Instructional Design

#### 3.1 Curriculum Design

The curriculum is meticulously designed by experts in the field of management, incorporating contemporary topics and fostering environmental awareness. It has received approval from the Board of Studies of the Faculty of Management, the Centre for Internal Quality Assurance (CIQA), and the University Academic Council.

#### 3.2 Program Structure and detailed Syllabus

##### 3.2.1 Program Structure

Sem	Course Code	Course Category	Paper Title	Credits	Contact Per week			Evaluation		Total
					L	T	P	Int	Ext	
I	DMBACO101T24	CORE	Management Accounting	4	2	1	2	30	70	100
	DMBACO102T24	CORE	Quantitative Techniques for Management	4	2	1	2	30	70	100
	DMBACO103T24	CORE	Managerial Economics	4	3	0	2	30	70	100
	DMBACO104T24	CORE	Computer Application in Management	4	3	0	2	30	70	100
	DMBACO105T24	CORE	Environmental and Disaster Management	4	3	0	2	30	70	100

	DMBADS101T24	DSE	*Principles and Practices of Management	3	2	1	0	30	70	100
	DMBADS102T24		**Organization Behavior & Design							
	DMBASE101T24	SEC	Business Communication	2	2	0	0	30	70	100
		OE/GE*		2	2	0	0	30	70	100
				<b>Total Credits :27</b>						

**Note:** \*\*Student has to select the course to avail credits from University or from MOOC (Eg: NPTEL)

\* Student can obtain credits from MOOC

Semester	Course Code	Course Category	Paper Title	Credits	Contact Per week			Evaluation		Total
					L	T	P	Internal	External	
II	DMBACO201T24	CORE	Human Resource Management	4	2	0	4	30	70	100
	DMBACO202T24	CORE	Corporate Finance	4	2	1	2	30	70	100
	DMBACO203T24	CORE	Marketing Management	4	2	0	4	30	70	100
	DMBACO204T24	CORE	Operations & Production Management	4	2	1	2	30	70	100
	DMBACO205T24	CORE	Research Methodology	4	3	0	2	30	70	100
	DMBADS201T24	*DSE	International Business Management	3	2	1	0	30	70	100
	DMBADS202T24		Management Information Systems							
	DMBASE201T24	SEC	Indian Ethos and Business Values	2	2	0	0	30	70	100
			OE/GE**		2	2	0	0	30	70
				<b>Total Credits:27</b>						

**Note:** \*Student will opt only one DSE course(Out of two DSE courses offered) in second semester

\*\*Student has to select one Generic Elective course(GE) to avail 2 credits from MOOC(Eg: NPTEL )

Semester	Course Code	Course Category	Paper Title	Credits	Contact Per week			Evaluation		Total
					L	T	P	Internal	External	
III	DMBACO301T24	CORE	Strategic Management	4	3	1	0	30	70	100
	DMBACO302T24	CORE	Entrepreneurship & Managerial Skill Development	4	3	1	0	30	70	100
	DMBACO303P24	CORE	Industrial Summer Training Project	4	0	1	6	30	70	100
	DMBADS301T24	*DSE (Marketing)	Advertising and Brand Management	3	2	1	0	30	70	100
	DMBADS302T24	DSE (Marketing)	Marketing of Services	3	3	0	0	30	70	100
	DMBADS303T24	DSE (Marketing)	Rural Marketing	3	3	0	0	30	70	100
	DMBADS304T24	DSE (HR)	Human Resource Development System & Strategies	3	3	0	0	30	70	100
	DMBADS305T24	DSE (HR)	Manpower Planning & Management	3	3	0	0	30	70	100
	DMBADS306T24	DSE (HR)	Industrial Relations	3	3	0	0	30	70	100
	DMBADS307T24	DSE (Finance)	Financial Restructuring	3	3	0	0	30	70	100
	DMBADS308T24	DSE (Finance)	Security Analysis and Portfolio Management	3	3	0	0	30	70	100
	DMBADS309T24	DSE (Finance)	Financial Derivatives	3	3	0	0	30	70	100
	DMBADS310T24	DSE (Supply Chain)	Introduction to Logistics & Supply Chain Management	3	3	0	0	30	70	100
	DMBADS311T24	DSE (Supply Chain)	Integrated Global Supply Chain Management	3	3	0	0	30	70	100
	DMBADS312T24	DSE (Supply Chain)	Supply Chain Operations & Warehouse Management	3	3	0	0	30	70	100
DMBADS313T24	DSE (Hospital and Healthcare Management)	Hospital Operations Management	3	3	0	0	30	70	100	

	DMBADS314T24	DSE (Hospital and Healthcare Management)	Healthcare Quality & Service Management	3	3	0	0	30	70	100
	DMBADS315T24	DSE (Hospital and Healthcare Management)	Personal Care Strategies	3	3	0	0	30	70	100
	DMBADS316T24	DSE (Business Analytics)	Data Management & Analytics	3	3	0	0	30	70	100
	DMBADS317T24	DSE (Business Analytics)	Machine Learning for Business	3	3	0	0	30	70	100
	DMBADS318T24	DSE (Business Analytics)	Statistical Methods for Decision Making	3	3	0	0	30	70	100
	DMBADS319T24	DSE (Digital Marketing)	Behavioral Insights & Consumer Analytics	3	3	0	0	30	70	100
	DMBADS320T24	DSE (Digital Marketing)	Digital Marketing Strategies & Analytics	3	3	0	0	30	70	100
	DMBADS321T24	DSE (Digital Marketing)	Marketing & Strategic Insights	3	3	0	0	30	70	100
	DMBADS322T24	DSE (Fintech)	Digital Payment Systems	3	3	0	0	30	70	100
	DMBADS323T24	DSE (Fintech)	Regulatory Technology (RegTech)	3	3	0	0	30	70	100
	DMBADS324T24	DSE (Fintech)	Blockchain and Cryptocurrencies	3	3	0	0	30	70	100
	DMBASE301T24	SEC	E-Business	2	2	0	0	30	70	100
		OE/GE**		2	2	0	0	30	70	100
				<b>Total Credits : 25</b>						

**Note:** \*Student will opt any one elective from above given Discipline specific electives and its 3 courses

\*\*Student has to select one Generic Elective course (GE) to avail 2 credits from MOOC (Eg: NPTEL )

Semester	Course Code	Course Category	Paper Title	Credits	Contact Per week			Evaluation		Total
					L	T	P	Internal	External	
IV	DMBACO401T24	CORE	Project Management	4	3	1	0	30	70	100
	DMBACO402T24	CORE	Data Communication and Networking	4	3	0	2	30	70	100
	DMBACO403P24	CORE	Sectorial Project	4	0	1	6	30	70	100
	DMBADS401T24	*DSE (Marketing)	Retail Management	3	3	0	0	30	70	100
	DMBADS402T24	DSE (Marketing)	Sales And Distribution Management	3	3	0	0	30	70	100
	DMBADS403T24	DSE (Marketing)	Customer Relationship Management	3	3	0	0	30	70	100
	DMBADS404T24	DSE (HR)	Training and Development	3	3	0	0	30	70	100
	DMBADS405T24	DSE (HR)	International Human Resource	3	3	0	0	30	70	100
	DMBADS406T24	DSE (HR)	Compensation & Performance Management	3	3	0	0	30	70	100
	DMBADS407T24	DSE (Finance)	Management of Financial Services & Institutions	3	3	0	0	30	70	100
	DMBADS408T24	DSE (Finance)	International Financial Management	3	3	0	0	30	70	100
	DMBADS409T24	DSE (Finance)	Corporate Tax Management	3	3	0	0	30	70	100
	DMBADS410T24	DSE (Supply Chain)	Logistics Infrastructure Management	3	3	0	0	30	70	100
	DMBADS411T24	DSE (Supply Chain)	Multimodal Transport & Containerization	3	3	0	0	30	70	100
	DMBADS412T24	DSE (Supply Chain)	Procurement & Strategic Sourcing	3	3	0	0	30	70	100
	DMBADS413T24	DSE (Hospital and Healthcare Management)	Healthcare Safety & Risk Management	3	3	0	0	30	70	100
	DMBADS414T24	DSE (Hospital and Healthcare Management)	Workplace Stress & Wellbeing Management	3	3	0	0	30	70	100
	DMBADS415T24	DSE (Hospital and Healthcare Management)	Healthcare Strategy	3	3	0	0	30	70	100
DMBADS416T24	DSE (Business Analytics)	Big Data Technologies	3	3	0	0	30	70	100	

DMBADS417T24	DSE (Business Analytics)	Data Visualization and Communication	3	3	0	0	30	70	100	
DMBADS418T24	DSE (Business Analytics)	Data Mining Techniques	3	3	0	0	30	70	100	
DMBADS419T24	DSE (Digital Marketing)	Search Engine Optimization & Digital Content	3	3	0	0	30	70	100	
DMBADS420T24	DSE (Digital Marketing)	Social Media Strategy & Digital Engagement	3	3	0	0	30	70	100	
DMBADS421T24	DSE (Digital Marketing)	Digital Analytics & Web Performance Metrics	3	3	0	0	30	70	100	
DMBADS422T24	DSE (Fintech)	Advanced Fintech Solutions	3	3	0	0	30	70	100	
DMBADS423T24	DSE (Fintech)	Financial Markets and Technology	3	3	0	0	30	70	100	
DMBADS424T24	DSE (Fintech)	Fintech Project Management	3	3	0	0	30	70	100	
DMBASE401T24	SEC	Business & Legal Environment	2	2	0	0	30	70	100	
	OE/GE**		2	2	0	0	30	70	100	
							<b>Total Credits 25</b>			

**Note:**

\*\*Student has to select one Generic Elective course(GE) to avail 2 credits from MOOC(Eg: NPTEL )

\*Student will opt any one elective from above given Discipline specific electives and its 3 courses

*Note 1	GE	Generic Elective
	SEC	Skill Enhancement Course
	DSE	Discipline Specific Electives

### 3.2.2 Detailed Syllabus of MBA

Detailed syllabus of MBA is attached in Annexure-I.

### 3.3 Duration of the Program

Program	Level	Duration	Maximum duration for completion	Credits
MBA	Master's Degree	2 years (4 Semesters)	4 Years	104

### 3.4 Faculty and Support staff requirements (Refer Regulation Document for all Staff Details)



<b>Academic Staff</b>	<b>Number available to meet the norms</b>
Program Coordinator	1 Member
Course Coordinator	44
Course Mentor	1 Member per batch of 250 students

### 3.5 Instructional delivery mechanisms

JNU boasts a fully dedicated team of faculty members and staff proficient in delivering lectures through CDOE – JNU. At the commencement of each session, students will receive the academic calendar via the Learning Management System (LMS). The distribution of self-learning material, audio, and video content to students will be facilitated through the LMS via the following delivery channels:

- Self-Learning Material (Hard Copy will be provided to student )
- EBooks
- Study Guide
- Question Bank in Learning Management system - For Practice Test through LMS
- Audio / Video Component in Learning Management System
- Assignments (Submitted through Assignment Response Sheet)
- Personal Contact Program would be conducted at University Campus.
- Live Interactive Sessions would be conducted through the learning management system

### 3.6 Identification of media-print, audio, or video, online, computer aided

The Learning Management System (LMS) serves as a comprehensive digital platform, offering a multitude of features including recorded faculty video lectures, live sessions, e-content comprising study material, open source materials, and graded assessments.

For each module within a course, there will be one live session conducted by the respective faculty member, focusing on a specific topic. CDOE-JNU has curated study material that is clear and easily comprehensible, complete with concise summaries, self-assessment questions, and case studies.

Access to these course materials is facilitated through:

- Login credentials provided in the welcome email sent by the university
- Students can also log in via the "My Account" tab on the University website at <https://lms.jnujaipur.ac.in/>

### Courseware

Through the Learning Management System (LMS), students will have access to a comprehensive array of course materials mentioned above.

The Dashboard feature of the LMS serves to track and monitor students' learning progress. It includes functionalities such as:

- Monitoring progress in learning
- Comparing progress with peers
- Receiving regular notifications about upcoming Live Sessions, assignments, and examinations

### 3.7 Student Support Services

Students will have access to support services provided by CDOE-JNU through the Student Relationship Management (SRM) system for queries related to administration and general technical issues. A ticketing system integrated into the LMS will enable learners to connect with the CDOE-JNU technical team for support services, with resolutions handled by the appropriate authority. Notifications will also be sent to the Deputy Registrar to ensure queries are addressed within 24 hours or sooner.

For academic course-related queries, students can raise queries directly with the Course Coordinator, Program Coordinator, and Deputy Director. Queries should be resolved within 48 hours of being raised, with the Program Coordinator responsible for managing and resolving any unresolved matters. The Deputy Director will ensure the timely resolution of academic queries.

In addition to academic excellence, CDOE-JNU prioritizes the holistic development of its students. The department supports various initiatives to broaden students' opportunities and shape them into future leaders.

## 4. Assessment and Evaluation

### 4.1 Overview

The evaluation of students' learning will encompass internal assignments, quizzes, learner response sheets, and end-of-term examinations. CDOE-JNU follows a rigorous process in the development of question papers, creation of question and quiz banks, preparation and moderation of assignments, administration of examinations, analysis of answer scripts by qualified academics, and declaration of results. Question papers are meticulously framed to ensure comprehensive coverage of the syllabus.

The evaluation process will include two types of assessments:

Examination Name	Marks Division
------------------	----------------

Continuous internal assessment	30%
Summative assessment in the form of end-term examination. End-term examination will be held with proctored examination tool technology (follow <b>Annexure VI</b> for guidelines and pre-requisites for Proctored Examination)	70%

The examinations are designed to evaluate the knowledge acquired during the study period.

For theory courses, internal evaluation will be conducted through Continuous Internal Assessment (CIA), which includes assignments and quizzes. The internal assessment will contribute a maximum of 30 marks for each course.

At the end of each semester, an end-of-semester examination will be held for each course, lasting two hours.

**Guidelines issued by the Regulatory Bodies from time-to-time about conduct of examinations shall be considered and new guidelines if any will be implemented.**

#### **4.2 Question Paper Pattern**

**Exam Time: 2 Hours**

**Max. Marks: 70**

Exam will be comprising of 70 Multiple-Choice Questions (1 Mark Each) – 70 Marks

#### **4.3 Distribution of Marks in Continuous Internal Assessments**

The following procedure shall be followed for internal marks for theory courses. Weightage for Assignment is provided below:

<b>Particular</b>	<b>A1 (MCQ Type)</b>	<b>A2 (MCQ Type)</b>
<b>Marks</b>	15	15

Note: Refer to **Annexure VI** and **VII** for reference to the question paper pattern and formats of documents accepted. Students may re-appear for CIA up to next two semesters and has to follow the same procedure. For the last semester the academic rules shall apply.

#### 4.4 Statistical Method for the Award of Relative Grades

Letter Grade	Grade point	Range of Marks(%)
O (Outstanding)	10	90-100
A+ (Excellent)	9	80-89
A (Very good)	8	70-79
B+ (Good)	7	60-69
B (Above average)	6	50-59
C (Average)	5	40-49
P (Pass)	4	35-39
F (Fail)	0	0-34
Ab (Absent)	0	Absent

#### Abbreviations:

CO	Core Course	MM	Maximum Marks
DSC	Discipline Specific Course	MO	Marks Obtained
GE	Generic Elective Course	SE	Skill Enhancement
AE	Ability Enhancement	DSE	Discipline Specific Elective

#### 4.4.1 Cumulative Grade Point Average (CGPA) and Semester Grade Point Average

##### Semester Grade Point Average (SGPA):

It is the summation of product of Credit Points and Grade Points divided by the summation of Credits of all Courses taught in a semester.

$$SGPA = \frac{\sum C.G.}{\sum C}$$

Where, G is grade and C. is credit for a Course.

##### Cumulative Grade Point Average (CGPA): $CGPA = \frac{\sum (C_i \times S_i)}{\sum C_i}$

Where, S<sub>i</sub> is the SGPA of the semester and C<sub>i</sub> is the total number of credits in that semester.

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Note:

- In case of any mistake being detected in the preparation of the Grade Statement at any stage or when it is brought to the notice of the concerned authority the University shall have the right to make necessary corrections.

#### **4.4.2 Cumulative Grade Point Average (CGPA)**

CGPA will be used to describe the overall performance of a student in all courses in which letter grades are awarded since his entry into the University or transferred from other University upto the latest semester as per the procedure provided in JNU Academic Regulations. It is the weighted average of the grade points of all the letter grades received by the student from his entry into the University or transferred from other University. Since multiple performance in a course in which the student has already received a grade is possible, whenever through such a process a new grade is obtained, it will replace the earlier one in the calculation of CGPA. On the other hand, if through this process merely a report emerges, this event by itself will not alter the CGPA.

A student's grades, reports, CGPA, etc. at the end of every semester/term will be recorded on a grade card, a copy of which will be issued to him. The grade card will be withheld if a student has not paid his dues or when there is a pending case of breach of discipline or a case of unfair means against him.

The faculty members also responsible for maintaining the complete records of each student's attendance, performance in different components of evaluation. If a scrutiny or statistical analysis becomes necessary, the above records and any other pertinent information should be made available by the faculty member of the course.

#### **4.4.3 Conversion Factor**

Formula for Conversion of CGPA to Percentage:

$$\text{Percentage of marks} = \text{CGPA} \times 10$$

#### **4.5 Grade card**

All grades and reports and other pertinent information for a semester are given in a grade card which is a complete record of the outcome of what was intended in the original registration. The various grades and reports would be appropriately used to tally the grade card with the original registration.

Chronologically organized information from the grade cards of a student with the necessary explanation constitutes is transcript which is issued at the time the student leaves the University or at an intermediate point on request.

#### **4.5.1 Grade cards and Certification – Student Communication**

- The student can get soft copy of grade cards through the University website, the hard copy grade card would be provided only after successful completion of full program along with degree certificate.
- Once the student completes all the mandated assignments, examinations and projects (if applicable) the final mark sheet/grade card and certificate would be dispatched by the University to the student registered address.
- All pending payments/dues need to be cleared by the student, before the final certification.
- If required, the University may request the mandatory documents from student as submitted during admission time, the students may have to re-submit the same if required during final degree certification.

Students need to apply for degree by filling the degree application form and submit all the required documents and the applicable degree processing application fees as mentioned in this document.

#### **4.5.2 Results, grade card and Degree Logistics–Internal Process**

- After verification of all data by the Controller of Examination, the results would be published on the CDOE-JNU website.
- Students need to download and save the copy of semester / year wise results.

CDOE-JNU would provide hard copy grade cards and degree certificate at the end of the program to students who have successfully completed the program. Students who successfully completed the program will receive hard copy mark sheet/grade cards and a degree certificate from the University at the end of the program. A provision for On Demand Mark Sheets can be provided wherein student would have to fill the requisition and pay postal charges enabling university to dispatch the hard copy marksheets as requested by the student; prior to completion of the overall program.

## **5. Requirement of the Laboratory Support and Library Resources**

### **5.1 Laboratory Support**

Jaipur National University offers access to state-of-the-art laboratories equipped with the latest tools and resources necessary for research and analytical work. The laboratory support at JNU aims to foster a robust research environment, encouraging students to develop essential skills required for their academic and professional growth.

### **5.2 Library Resources**

The Central Library at CDOE-JNU offers a comprehensive range of sections, including reference, circulation, audio-visual, periodical, book-bank, digital library, and reprographic sections. With a collection exceeding 1,00,000 books, the library also provides access to e-journals, online databases such as Scopus and Web of Science, and institutional repositories featuring rare book collections. University has 449 subscriptions of online and offline Journals. Equipped with modern

facilities like reading rooms, computer labs, and quiet study areas, the library fosters a conducive environment for learning and intellectual growth. Additionally, the library frequently organizes workshops, seminars, and exhibitions to enhance academic engagement and promote a culture of continuous learning.

All electronic resources can be accessed seamlessly through the Local Area Network (LAN) on campus, as well as remotely via login credentials. This ensures convenient access to resources for students, faculty, and researchers both on-site and off-site.

## 6. Cost Estimate of the Program and the Provisions

The Estimate of Cost & Budget could be as follows (all figures on Annual basis) :

Sl. No.	Expenditure Heads	Approx. Amount
1	Program Development (Single Time Investment)	42,00,000 INR
2	Program Delivery (Per Year)	8,00,000 INR
3	Program Maintenance (Per Year)	28,00,000 INR

## 7. Quality Assurance Mechanism

The quality of a program hinges upon the course curriculum, syllabus, and academic delivery, all of which are meticulously designed to bridge the gap between industry standards and academia. To uphold this standard, the Centre for Internal Quality Assurance (CIQA) and the Academic Council play crucial roles.

The Academic Council is entrusted with ratifying the curriculum and any proposed changes recommended by CIQA to ensure the continual enhancement and maintenance of quality in education at CDOE-JNU.

The Centre for Internal Quality Assurance (CIQA) is tasked with several responsibilities:

- (i) Conducting periodic assessments of learning course materials and audio-video tutorials to maintain the quality of learning.
- (ii) Soliciting stakeholder feedback and implementing recommended changes to meet the evolving needs of course delivery and industry requirements.
- (iii) Evaluating the quality of assignments, quizzes, and end-term assessments and providing suggestions for enhancements to sustain the learning program's standards.
- (iv) Ensuring that the learning experience is truly global, aligning with program outcomes and reflecting the vision and mission of JNU.

The Chief Operating Officer (CoE) of the University oversees examinations and the evaluation system to ensure fairness and integrity in the assessment process.

CDOE-JNU is committed to continual improvement, striving to enhance processes, assessments, teaching methodologies, and e-learning materials in line with implementation of the New Education Policy (NEP). The University is dedicated to delivering exceptional education across all learning modes while adhering to NEP, UGC, and other regulatory guidelines, fostering a truly global educational environment.





## Semester I

<b>Course Nomenclature</b>	<b>MANAGEMENT ACCOUNTING</b>	
<b>Year/Semester</b>	<b>I/I</b>	
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Enumerate the applicability of basic accounting concepts and conventions</li> <li>2. Interpret the accounting standards and principles to record business transactions</li> <li>3. Compute the different types of financial statement to provide the meaningful information to external and internal users.</li> <li>4. Choose Management and Cost accounting concepts to take effective management decisions.</li> <li>5. Assess different types of budgets and variances to take effective management decisions</li> <li>6. Construct Cash Flow, Fund Flow and Balance Sheet on the basis of profitability, liquidity, and solvency ratios.</li> </ol>	
Unit I	Meaning and scope of Accounting, Accounting <b>Principles:</b> Concepts, conventions and accounting equation. Accounting Process. Overview of Depreciation, Provision and Reserve. Introduction of Accounting Standards and IFRS.	
Unit II	Analyzing of Balance Sheet and Income Statement (Profit and Loss Account) for Manufacturing, Trading and Service concerns with adjustments. Accounting for Non-Profit Organization: Receipt and Payment Accounts, Income and Expenditure Accounts and Balance Sheet.	
Unit III	Introduction of Management Accounting, Marginal costing and absorption costing, Cost volume profit analysis and break-even analysis, Framework for Budgeting: Installation of Budget, Types and Uses of Budgets. Standard Costing and Variance Analysis.	
Unit IV	Comparative and common size financial statements, Trend analysis, Ratio analysis- types, uses and interpretation and Financial Reporting, Funds Flow and Cash Flow Statement analysis as per AS3. Overview of Responsibility Accounting and Human Resource Accounting.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Shah, Paresh, Management Accounting, Oxford University Press, 2017</li> <li>2. Maheshwari S.N. and Maheshwari S.K., Advanced Accountancy Volume -II, S Chand And Company Ltd., 2022</li> <li>3. Gordon E. Jeyaram N. Sundram N. and Jayachandram R., Management Accounting, Himalaya Publishing House, 2016</li> </ol>
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		<p>4. Khan and Jain, Management Accounting, Tata Mc. Graw Hill, 2017</p> <p>5. Pareek, Khandelwal and Jain, Fundamentals of Accounting, Ramesh Book Depot, 2016</p> <p>6. Pandey, I.M., Management Accounting, Vikas Publishing House Pvt. Ltd., 2018</p>
➤	Online resources	Journal of Management Accounting Research, The Management Accountant Journal, International Journal of Managerial and Financial Accounting, Journal of Accounting & Marketing

<b>Course Nomenclature</b>	<b>QUANTITATIVE TECHNIQUES FOR MANAGEMENT</b>
<b>Year/Semester</b>	<b>I/I</b>
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. State relevance &amp; need of quantitative methods for making business decisions.</li> <li>2. Explain the different probability distributions and their applications.</li> <li>3. Apply the formulation and solution of Linear programming problems.</li> <li>4. Analyze and interpret statistical values by using statistical tools (Correlation &amp; Regression)</li> <li>5. Evaluate optimization problems like transportation and assignment problem mathematically</li> <li>6. Build an ability to apply various statistical tool to solve business problem.</li> </ol>
Unit I	Concept Model Building for Business Decisions. Role and Scope of Models in Business and Industry. Matrix Algebra Determinations. Solving linear equations by using matrices. Output Model in Matrices. Basic concepts of differentiation.
Unit II	Linear Programme, Problem formulation and Graphical methods of solution. Simplex method- Big M Method Two phase method, Elementary ideas about duality, Transportation and Assignment models
Unit III	Elements of Statistical Probability. Probability Distributions -Binomial, Poisson and Normal. Correlation and Regression.

Unit IV	Decision Theory, Decision making under uncertainty, Criterion of Maximum, Minimum, Maxi-min and Mini-max, Laplace and Hurwitz criteria. Decision-making under risk, Bayesian approach. Decision Tress Analysis, Game Theory-Types of Games. Two person zero sum games; Mixed strategy-Graphical Method, Algebraic Method, Arithmetic Method; Queuing Theory. Replacement Theory: Replacement Problems: Replacement of items that deteriorate with time; Replacement of items that fail completely; staffing problem	
➤	Learner	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books,

	support Material	online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Render Barry, Slair Ralph M., Jr. Hanna &amp; Michael E., Quantitative Analysis for Management, Pearson Education, 2016.</li> <li>2. Khandelwal R.S. and Gupta B.L. , Operations Research and Quantitative Techniques, Ajmera Book Company, 2015</li> <li>3. Vohra, N D, Quantitative Techniques for Management, Mc Graw Hill, 2017</li> <li>4. Sharma J.K., Quantitative Methods (Theory and applications), MacMillan, 2017</li> <li>5. Veerachamy R., Quantitative Methods for Economists, New Age Publishers, 2019</li> </ol>
➤	Online resources	International Journal of Quantitative and Qualitative Research Methods, Journal of Applied Quantitative Methods, Journal of Modern Applied Statistical Methods

<b>Course Nomenclature</b>	<b>MANAGERIAL ECONOMICS</b>
<b>Year/Semester</b>	<b>I/I</b>
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Identification of basics of Managerial Economics, Concepts and Principles.</li> <li>2. Study of Law of Demand &amp; Law of Supply and their application in trade and business</li> <li>3. Determine Laws of Return and Returns to Scale</li> <li>4. How Price and Output in determined in different types of market</li> <li>5. Assess the role of Monetary and Fiscal Policy</li> <li>6. Design the model for control of Business Cycles</li> </ol>
<b>Unit</b>	Nature, Scope and concepts of Managerial Economics; Role and Responsibility of a Managerial Economist. Micro Economics vs. Managerial Economics. Utility Analysis: Law of Diminishing Marginal Utility, Law of Equi-marginal Utility. Consumer's Surplus; Indifference Curve Analysis; Theory of Demand & Supply. Elasticity of demand and Supply, Demand Forecasting. Law of variable Proportion.
<b>Unit II</b>	Concept of Production, Factors of Production, and Production function: Laws of Return, Return to Scale. Concept of Cost, Types of Costs, Cost output relationship in the short-run and long-run. Concept of Revenue. Cost control.

Unit III	Market structure, Concept of Market, Price and Output determination under Perfect Competition and Imperfect Competition: Monopoly, Monopolistic Competition, Oligopoly, Product differentiation, Cartels. Pricing Strategies;
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	full cost pricing, product line pricing, price skimming, penetration pricing. Price discrimination, Dumping
Unit IV	Business Cycles, National Income and economic welfare: Concept, Measurement. Inflation, Monetary Policy & Fiscal Policy. Inflation; Balance of Payments.
➤	Learner support Material NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions) 1. Dominic Salvatore: Managerial Economics: Principles & Worldwide Applications 6/E, Adapted Version, Oxford University Press. 2007 2. Mehta, P.L. Managerial Economics. Sultan Chand And Sons, New Delhi 2008 3. Diwedi, D.N, Managerial Economics, Vikas Publication, New Delhi. 2010 4. Gupta G.S., Managerial Economics, Tata McGraw Hill, New Delhi. 2011 5. Jhingan, M.L, Stephen J.K. “Managerial Economics”. Vrindha publications(p) ltd, Delhi, 2012
➤	Online resources Business and Economic Journal, International Journal of Economics & Management Sciences

<b>Course Nomenclature</b>	<b>COMPUTER APPLICATION IN MANAGEMENT</b>
<b>Year/Semester</b>	<b>I/I</b>
<b>Course Outcomes</b>	By the end of this course students will be able to:  1. Enumerate the basic components of computer along with type of software used for professional as well as day today life. 2. Demonstrate the different tools of MS Office. 3. Uses of various models of database management system. 4. Identify the advantage of computing power in office 5. Decide the data communication networks and IT outsourcing 6. Prepare Data with the help of Various tools of MS- Office
Unit I	Classification of computer and their application. Input and Output devices, Central Processing Unit and types of memory; Types of Software. Windows Operating System and introduction to GUI-desktop and its elements.

Unit II	MS Word- Text formatting features - Insert pictures, change the page setting, add bullets and numbering, borders and shading, Table handling -- Insert tables – insert/delete rows and columns, merge and split cells. Mail merge, Inserting an object, Comments, Header and footer, Hyperlinks. MS Excel- Features of spreadsheet - Range, formulas and Statistical functions: SUM (),
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	AVERAGE (), MAX (), MIN (), - Cell referencing - Application of spreadsheet. MS Power Point Slide presentation for business - Creating a presentation - Adding various effects.	
Unit III	IT Outsourcing, Types of Networks and their role in business organizations- Internet, Intranet, Extranet, Local Area Network, Wide Area Network. Characteristics of effective network. Data communication concepts: Components of Data Communication, Data Transmission modes- Simplex, Half Duplex and Full Duplex Modes. Protocols and Topologies. World-Wide Web, E-mail, search engine. Applications of Internet for Business and Research	
Unit IV	Objectives, Advantages & Disadvantages. Entity-Relationship diagram; Hierarchical Model, Network Model, Relational Model. Advance Technologies-Object-Oriented DB, Distributed DB, Client Server Systems.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Norton, Introduction to Computers, Tata McGraw-Hill, 2011</li> <li>2. Jawedkar, Management Information Systems - Tata McGraw-Hill, 2020</li> <li>3. Tanenbaum, Computer Network, Pearson, 2017</li> <li>4. Rajaraman .V, Fundamentals of Computers, Prentice Hall, 2006</li> <li>5. Sinha and Sinha ,Computer Fundamentals, BPB publications, 2007</li> <li>6. Norton, Introduction to Computers, Tata McGraw-Hill, 2008</li> </ol>
➤	Online resources	International Journal for Computer network & Communication, Journal of Computer & System Sciences, International Journal of Computers & Applications

<b>Course Nomenclature</b>	<b>ENVIRONMENTAL AND DISASTER MANAGEMENT</b>
<b>Year/Semester</b>	<b>I/I</b>

<b>Course Outcomes</b>	By the end of this course students will be able to:  <ol style="list-style-type: none"><li>1. Explain the fundamentals of Disaster Management, Implications of Human Population Growth and various environmental and social issues.</li><li>2. Describe the Concept of Ecosystem and would develop an understanding about the Environmental clearance and Environmental Management System standards.</li><li>3. Apply the concept of “Environmental Accounting, Environmental</li></ol>
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	Auditing and Environmental Ethics in an organization. 4. Categorize different types of pollution and various acts related with the pollution. 5. Justify causes and effects of Solid waste management and importance of Water Conservation and Intellectual Property Rights. 6. Develop knowledge about types of natural disasters & manmade disasters and the concept of Disaster Management.	
Unit I	Environmental Management: Fundamentals; Sustainable Development, Implications of Human Population Growth, Limits to Growth, Role and importance of Environmental Studies. Environment and social issues: Energy Management; Fundamentals, Types of Energy Resources, Fossil Fuels Use, Energy Production.	
Unit II	Ecosystem: Basic Concept, Kinds of Eco System and their Applications in Business, Industrial Ecology; Environmental Management System: EMS Standards, ISO 14000. Environmental Clearance/Permissions for Establishing Industry.	
Unit III	Environment Accounting, Environmental Audit and Environmental Ethics. Green Marketing, Eco Labeling. Acts relating with Air, Noise, Water and Land Pollution. Solid Waste Management :Causes, effects and control measures of urban and industrial wastes, Intellectual Property Rights, Water Conservation.	
Unit IV	Disaster Management: Meaning of natural disasters & man made disasters their types and effects. Concepts & Objectives of disaster management, Strategy for disaster reduction. National Council for Tsunami Research and Role of State Disaster Response Fund. Government's Role in Disaster Management through Control of Information.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1. Bal, Anand S., Environmental Science Foundation, Himalaya Publishing House 2021. 2. Behra & Khan, Environmental Management, Himalaya Publishing House, 2011 3. Joseph, Benny, Environmental Studies, Tata McGraw Hill 2018 4. Gupta, N. Das, Environmental Accounting, S. Chand & Company Limited 2014. 5. Mohanty, S.K, Environmental and Pollution Law Manual, Universal Law Publishing Co.. 2015 6. Ponmani, S., Environmental Studies & Disaster Management, Agrobias, 2018

➤	Online resources	Journal of Environmental Planning and Management. Asian Journal of Environment and Disaster Management (AJEDM) <a href="https://www.journals.elsevier.com/international-journal-of-disaster-risk-reduction">https://www.journals.elsevier.com/international-journal-of-disaster-risk-reduction</a>  <a href="https://www.emerald.com/insight/publication/issn/0965-3562">https://www.emerald.com/insight/publication/issn/0965-3562</a>
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<b>Course Nomenclature</b>	<b>PRINCIPLES AND PRACTICES OF MANAGEMENT</b>	
<b>Year/Semester</b>	<b>I/I</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Define Management and its various functions. State the various roles of a manager</li> <li>2. Understand the concept of Planning and the various stages in planning process.</li> <li>3. Determine the role of staffing and the various functions involved in it.</li> <li>4. Acquire knowledge about various theories and concepts pertaining to Leadership and Motivation.</li> <li>5. Evaluate the various techniques of controlling.</li> <li>6. Create the various techniques of coordination.</li> </ol>	
Unit I	Management: Overview, Functions and Scope of Management, Managerial Skills, roles and responsibilities, School of Management Thought-Classical, Neoclassical and Modern, System and Contingency Approach.	
Unit II	Importance, Process, limitations, Principles, and types of Plans, Coordination: Meaning & Importance, Principles and Techniques of Coordination, Concept of Managerial Effectiveness. Fundamentals of Organizing- Purpose and process, Formal and informal organization; Forms of Organization structure. Management by Objectives: Benefits, Limitations & Process. Management by Exception: Meaning & Importance	
Unit III	Elements of Direction - Leadership, Motivation, Supervision & Communication. Leadership: Trait, Behavioral & Situational theories of leadership and its styles	
Unit IV	Nature, importance, types and basic process, need theories of motivation- Maslow, Herzberg, McClelland, Vroom, Porter and Lawler, Cognitive and behavioral theories. Control - Nature, purpose, process and control techniques. Corporate Social Responsibility, Emerging trends and Challenges for managers in global scenario	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Robbins, S., Coulter, M., Cenzo, D. D., Fundamentals of Management, Global Edition, 2019</li> <li>2. Koontz, H., Welhrich, H., Aryasri, R., Principles of Management, Tata McGraw Hill, 2016</li> <li>3. Robbins &amp; Coulter, Management, Pearson Education, 14<sup>th</sup> edition, 2019</li> </ol>

	4. Decenzo, D, A. & Robbins S.P., Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 8 <sup>th</sup> edition,2013
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		5. Prasad, L.M. -Principles and Practice of Management, Sultan Chand & Sons, 2019. 6. Pillai, R.S.N., Kala, S., Principles and practice of Management, S.Chand, 2013
➤	Online resources	The Design Principles and Practice Journal, Journal of Management Policies and Practices <a href="https://www.tandfonline.com/toc/rijh20/current">https://www.tandfonline.com/toc/rijh20/current</a> Human Resource Management Journal <a href="https://journals.sagepub.com/home/hrm">https://journals.sagepub.com/home/hrm</a> <a href="http://www.jcreview.com/fulltext/197-1590730210.pdf">http://www.jcreview.com/fulltext/197-1590730210.pdf</a> Journal of critical Reviews

<b>Course Nomenclature</b>	<b>ORGANIZATIONAL BEHAVIOUR &amp; DESIGN</b>
<b>Year/Semester</b>	<b>I/I</b>
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Describe the concept and basic nature of Organizational Behavior.</li> <li>2. Explain the concepts of Personality, Learning, Attitude and Perception.</li> <li>3. Determine the various aspects related to Group Behavior &amp; Work Stress</li> <li>4. Categorize the conflict management within an organization.</li> <li>5. Decide the Organization Culture, Power and Politics.</li> <li>6. Develop the mechanism of Managing Change within an organization.</li> </ol>
Unit I	Organizational Behavior: Concept, Assumptions, Importance and Challenges. Different models of OB: Autocratic, Custodial, and Supportive. Individual Behavior: Models & Determinants. Disciplines that Contribute to the field of OB.
Unit II	Learning: Concept, Importance and Theories. Attitude: Concept, Importance, Components and its formation. Perception: Concept, Perceptual process and Errors. Stress Management. Personality: Concept, Types and Theories The Big Five personality model, Johari Window, Transaction Analysis.
Unit III	Foundations of Group Behavior: Concept, stages of group development, Types of Groups, stages of group development, Group decision making, Team Effectiveness & Team Building Self Managed Teams. Conflict: Concept, Functional and Dysfunctional conflict, Sources of Conflict, Stages of Conflict, Conflict Handling Strategies. An Overview of Organization Culture. Power and Politics.

Unit IV	Organizational Design: Concept, Elements and Models: Mechanistic and Organic. Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change.. Virtual organization: Concept, Characteristics and Types, Organizational
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	learning and Knowledge Management.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Aswathappa, K. Organizational Behaviour. Himalaya Publishing House, 12th Edition, 2016</li> <li>2. Robbins, S. P. &amp; Judge, T.A. Organizational Behavior, Pearson Education, 15<sup>th</sup> edition, 2012</li> <li>3. Greenberg, J. Baron, A.R. Behaviour in Organizations. PHI learning Pvt. Limited, New Delhi, 2010</li> <li>4. Robbins, S.P. Timothy, A.J. Sanghi, S. Organizational Behaviour. Pearson Education, 2009</li> <li>5. Daft, L.R. Organization Theory and Design. Thomson, 8<sup>th</sup> Edition, 2007</li> </ol>
➤	Online resources	International Journal of Organization Theory & Behavior Journal of Organization and Human Behaviour

<b>Course Nomenclature</b>	<b>BUSINESS COMMUNICATION</b>
<b>Year/Semester</b>	<b>I/I</b>
<b>Learning Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Discuss the basics, process and principles of Business Communication.</li> <li>2. Illustrate various types and medium of communication.</li> <li>3. Solve barriers to effective communication and ways to overcome these barriers.</li> <li>4. Sketch all types of written Business correspondence, circulars, notices, reports and applications.</li> <li>5. Justify the fundamentals of writing different types of Business letters (Letter of Acceptance, Sales letter, Complaint letter).</li> <li>6. Design winning presentations and CV/Resume.</li> </ol>
Unit I	An overview of Business Communication; Process of Business Communication, Principles of Effective Communication: 7 C's and 4 S's, Types of communication: upward, downward, horizontal, verbal, non verbal, formal and informal, grapevine, consensus. Media of Communication-Oral, written, face to face, audio- visual, computer based communication
Unit II	Models of Communication: Aristotle's model, Claude Shannon and Warren Weaver model, David Berlo's S-M-C-R model, Lasswell's model. Communication Barriers: Physical, Semantic, Socio-Cultural, Psychological. Ways to overcome these Barriers. Effective Listening: An overview

Unit III	Tools and Techniques of effective Presentation, Types/Styles of presentation,
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	Essentials of effective Written Correspondence, Business Letters and Report writing: Memorandum, Notices, Circulars and Office Orders, Termination Letter, Transfer letter, enquiry letter, order letter, sales letter and complaint letter.	
Unit IV	Employment Communication: Curriculum Vitae/Resume Writing, offer of employment, letter of acceptance, letter of resignation, how to face interview, Group Discussion, Brainstorming/Brain stiling. Media management – the press release- press conference – media interviews Seminars – workshop – conferences. Communication as building blocks for personality: Body language, Postures and Gestures, Business Etiquettes,Negotiating for Business: Strategy & Tactics	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1. Rangrajan C., Communication Theory and Models, Himalaya Publishing House, 2014 2. Rao Dr. Nageshwar and Das Dr. P. ,Communication Skills, Himalaya Publishing House, 2014 3. Pal Rajendra and Korlahalli JS ,Essentials of Business Communication, Sultan Chand And Sons 2013 4. Mohan Krishna and Banerji Meera, Developing Communication Skills, McMillan Publishers,2000 5. KaulAsha, Effective Business Communication, Prentice Hall of India, 2005
➤	Online resources	Journal of Business Communication, International Journal of Marketing & Business Communication, International Journal of Business Communication-Sage Publications

## Semester II

<b>Course Nomenclature</b>	<b>HUMAN RESOURCE MANAGEMENT</b>
<b>Year/Semester</b>	<b>I/II</b>

<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Describe the importance and functions of Human Resource Management in the organizations.</li> <li>2. Explain the concepts of training, developing and appraising the employees</li> <li>3. Operate the knowledge of procedures and practices involved in Human Resource Procurement.</li> <li>4. Classify the various elements of Compensation System in the organizations along with an overview of dynamics of Industrial Relations.</li> </ol>	
	<ol style="list-style-type: none"> <li>5. Assess how efficiently utilize the work force to maintain productivity.</li> <li>6. Design the latest trends and practices pertaining to Human Resource Management.</li> </ol>	
Unit I	Introduction and Scope, Human Resource Planning-Concept, Process, Job Design-Concept approaches, Job analysis, Strategic Human Resource Management.	
Unit II	Recruitment, Selection and Induction, Training and Development: Training process, on the job and off the job methods, HRD-Concept and need. Career Planning and Management.	
Unit III	Job evaluation, Performance appraisal – Process, Methods & Limitations, Potential Appraisal, Internal mobility. Morale and productivity. An Overview of Industrial Relations and Dispute Settlement Machinery, Grievance Management.	
Unit IV	Employee compensation-purpose and importance, monetary and non monetary rewards, Green HRM, Workers participation in Management, Employee empowerment, Changing role of HR and Emerging trends in HRM.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. V.S.P. Rao, Human Resource Management, Taxman's Excel Books August 2020</li> <li>2. Snell &amp; Bohlander, Human Resource Management: Thomson South Western, 2020</li> <li>3. Dessler, A Framework for HRM Personnel : Pearson Education, 2013</li> <li>4. Bhattacharya, Kr Deepak, Human Resource Management., Excel Books,2012</li> <li>5. Prasad, L, M., Human Resource Management, Sultan Chand &amp; Son's 2018</li> <li>6. Gary Dessler &amp; Biju Varrkey, Human Resource Management, Pearson,Sixteenth Edition, 15 November, 2020</li> </ol>
➤	Online resources	<p>Human Resource Management Review, Journal of Human Resource Management  <a href="https://www.tandfonline.com/toc/rijh20/current">https://www.tandfonline.com/toc/rijh20/current</a></p> <p>Human Resource Management Journal  <a href="https://journals.sagepub.com/home/hrm">https://journals.sagepub.com/home/hrm</a></p>

<b>Course Nomenclature</b>	<b>CORPORATE FINANCE</b>
<b>Year/Semester</b>	<b>I/II</b>
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Describe the financial environment in which a company operates and get knowledge of the procurement and utilization of funds in order to maintain an adequate cash flow in the business.</li> <li>2. Interpret a relationship between risk and return of the securities and the combination of debt and equity in the capital structure of the company to make effective financial decisions.</li> <li>3. Choose the techniques for estimating the cost of each component of the cost of capital.</li> <li>4. Select different techniques of capital budgeting in order to assess the viability of different projects and also calculate risk associated with the projects.</li> <li>5. Assess the requirement of working capital for the business operations and manage the debtors, stock and cash accordingly.</li> <li>6. Synthesize various factors which affect the dividend decision in order to figure out the dividend.</li> </ol>

Unit I	Financial Management –Meaning, importance and objectives, organizing finance function, Time value of money; Financing Decision: Long-term and short term sources of finance. Overview of risk & return and valuation of securities.	
Unit II	Investment Decisions: Capital budgeting; profitability evaluation techniques and risk incorporation methods. Cost of capital, capital structure theory and determinants of capital structure.	
Unit III	Leverages- concept of operating financial and combined leverages, Management of working capital – Management of receivables, overview of Inventory Management, Management of cash.	
Unit IV	Concept of retained earning and plough back of profits, relevancy and irrelevancy theory of dividend decision; Walter’s model; Gordon’s Model and Modigliani Miller model; Factor affecting dividend decision.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1. Pandey, I. M., Financial Management, Vikas Publishing House, 2016 2. Chandra, Prasanna, Financial Management (Theory & Practice), Tata Mc. Graw Hill Education Private Limited, 2019 3. Khan, M. Y. & Jain, P. K., Financial Management- Text , Problems & Cases, Tata Mc. Graw Hill Publishing Company Limited, 2018 4. Agarwal, M. R., Financial Management, Vikas Publishing House, 2014
		5. Kothari & Rajesh, Financial Management: A Contemporary Approach, Sage Publication, 2016
➤	Online resources	Journal of Risk and Financial Management, Journal of Multinational Financial Management, Journal of Financial Management of Property and Construction, Journal of Corporate Finance, Journal of Corporate Accounting & Finance

<b>Course Nomenclature</b>	<b>MARKETING MANAGEMENT</b>
<b>Year/Semester</b>	<b>I/II</b>

<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Describe the various concepts and orientations of marketing.</li> <li>2. Explain the 7 P's of marketing and understanding the macro and micro environment of an organization.</li> <li>3. Significance of research in marketing and understanding the consumer purchase behavior.</li> <li>4. Explain Market Segmentation and its classification.</li> <li>5. Explain the concepts of a product mix and product life cycle. Describe the process of New Product Development.</li> <li>6. Creating different marketing strategies for product promotion. Role and relevance of digital marketing and relationship marketing.</li> </ol>
Unit I	<p>Marketing: Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market Competition, Key customer markets, market places, market spaces, Meta-markets, Digital Markets, Brick &amp; Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Company orientation towards market place: Product –Production - Sales – Marketing –Societal- Holistic Marketing Orientation. Selling versus marketing. Marketing Myopia. Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing environment –. Environmental Scanning, Analysing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment, Techniques of Environment Scanning</p>
Unit II	<p>Meaning, factors affecting Consumer Behavior, Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Differences between Consumer and Business Buyer Behavior, Market segmentation &amp; targeting: Significance, Characteristics of segment and basis for segmentation, Positioning.</p>
Unit III	<p>Concept &amp; classification of product, product mix &amp; product line. Packaging and labeling decision An overview of Marketing of services, New Product</p>

	Development process, and Product life cycle: Factors affecting each stage and strategies, Pricing Decisions: objectives, Factors affecting price determination, pricing strategies. Types, Characteristics and functions of Distribution Channels	
Unit IV	Advertisement, sales promotion, Direct marketing, personal selling, Publicity and Integrated Marketing Communications. Emerging issues in Marketing- Rural Marketing, Green Marketing, An introduction to Digital Marketing, Consumerism, International marketing, Relationship marketing and Relevance in modern economy.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Kotler, P., &amp; Keller, K. L. Marketing management. Pearson Prentice Hall, 2016</li> <li>2. Etzel, Michael J.; Walker, Bruce J.; Stanton, William J and Pandit, Ajay : Marketing – Concepts and Cases, Tata McGraw Hill, 2019</li> <li>3. Ramaswamy V.S. &amp; Namakumari D., 'Marketing Management: Global perspective Indian context, Macmillan Publishers India Ltd., 2018</li> <li>4. Bose, Biplab B., 'Marketing Management', Himalaya Publishing House, Mumbai, 2010</li> <li>5. Saxena Rajan, 'Marketing Management', Tata McGraw Hill, New Delhi, 2019.</li> <li>6. Cant, M. C., Strydom, J. W., Jooste, C. J., &amp; du Plessis, P. J. (Eds.). Marketing management. Juta and Company Ltd. 2009</li> </ol>
➤	Online resources	Journal of Marketing Management, International Journal of Marketing Management

<b>Course Nomenclature</b>	<b>OPERATIONS &amp; PRODUCTION MANAGEMENT</b>
<b>Year/Semester</b>	<b>I/II</b>



<b>Course Outcomes</b>	By the end of this course students will be able to:  <ol style="list-style-type: none"><li>1. Define the fundamentals of operations function and Production &amp; Operation Management.</li><li>2. Explain with the Concept of Facility location and Facility Layout Planning and would be able to make strategic decisions.</li><li>3. Use Production planning and Inventory Management techniques.</li><li>4. Apply Maintenance and Work Study.</li><li>5. Develop an understanding of production as a process of converting or transforming resources into products</li><li>6. Create Quality Management and various tools for enhancing Quality.</li></ol>
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Unit I	Operation Management-Concepts; Functions. Product Design & Development –Characteristics; Product Development Process; Process Selection – Project, Job, Batch, and Mass & Process, Types of Production Systems. Product – Process Mix.	
Unit II	Facility Location – importance; Factors in location Analysis; Location Analysis Techniques. Facility Layout – Objectives and advantages; Basic Types of Layouts - Product, Process, Fixed Position, and Cellular layouts, Service Layout. Capacity Planning – Concepts; Factors affecting Capacity, capacity Planning Decisions. Resource Assignment Problem and solution.	
Unit III	Aggregate Planning, PERT & CPM, Work Study – Productivity; Method Study; Work Measurement. Inventory Management ,Stores Management – Types of Stores; Functions, Coding methods. Purchase Management.	
Unit IV	Quality Concepts, Definition, Tools for Quality Improvement, Quality Assurances, Supply chain Management, Transportation problem solution Technique , Benchmarking, SQC – Control Charts, acceptance Sampling, Quality Systems-ISO, TQM, Quality Circles, Six Sigma - An overview.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Bedi, Kanishka, Production &amp; Operation Management, Oxford University Press, 2013</li> <li>2. Bagade, S.D., Total Quality Management, Himalaya Publishing House, 2014</li> <li>3. Panneerselvam, R. Production and Operations Management, phi learning Pvt. Ltd., 2012</li> <li>4. Aswathappa, K. and Bhat, K. Shridhara, Production and Operations Management, Himalaya Publishing House, Mumbai, 2010</li> <li>5. Gaither, N., &amp; Frazier, G., Operations Management USA: Thomson South–Western, 2006</li> </ol>
➤	Online resources	International Journal of Operations & Production Management, American Journal of Operations Management and Information Systems

<b>Course Nomenclature</b>	<b>RESEARCH METHODOLOGY</b>
<b>Year/Semester</b>	<b>I/II</b>

<b>Course Outcomes</b>	By the end of this course students will be able to:  <ol style="list-style-type: none"><li>1. Enumerate the basic fundamentals of research.</li><li>2. Demonstrate the appropriateness of different kinds of research designs and methodology.</li><li>3. Determine questionnaire and schedule.</li></ol>
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	<p>4. Infer various methods of collecting data.</p> <p>5. Decide scaling techniques.</p> <p>6. Develop the application of Statistical Software like MS Excel and SPSS in data analysis.</p>	
Unit I	Introduction to Research: Concept, Scope, Importance, Criteria of a good research Limitations, and Types, Objectives of Research, Research Process, Application of research in various functions of management Research Designs. Introduction to Social Research	
Unit II	Sampling Design: Concept, Types and Techniques, Sample Size Decision, Data Collection: Primary and Secondary Data, Methods & Techniques, Projective Techniques, Designing Questionnaire, Data Processing: Editing, Coding, Classification and tabulation Scaling Techniques: Concept, Types of Measurement Scales, Rating Scales & Ranking Scales. Scale Construction Techniques, Multi Dimensional Scaling. Inductive Versus Deductive Reasoning	
Unit III	Theory of Estimation: Testing of Hypothesis, Large and Small Sample Tests; Parametric Test: Z test, t-test, F test, Chi-Square Test, Non-parametric test: Sign test, Rank correlation, ANOVA	
Unit IV	Types of report, Steps of Report Writing, Precautions in report writing, Abbreviations & Punctuations used in report writing. Conceptual framework of use of SPSS in research. Overview of Research Ethics. Bibliography and Referencing: Significance of Bibliography & Referencing, APA style of referencing	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Kothari, C.R., Research Methodology Methods and Techniques- New Age International Publishers, 2014.</li> <li>2. R. Paneerselvam, Research Methodology, 2<sup>nd</sup> Edition, PHI Learning Pvt. Ltd., 2014.</li> <li>3. Cooper, Donald and Schindler, Pamela Business Research Methods, Tata McGraw-Hill, 2013.</li> <li>4. Beri. G. C., Marketing Research, Tata McGraw-Hill, 2013.</li> <li>5. David J. Luck and Ronald S. Ruben, Marketing Research, Prentice Hall of India, 2013.</li> </ol>
➤	Online resources	International Journal of Social Research Methodology, Journal of Management Research

<b>Course Nomenclature</b>	<b>INTERNATIONAL BUSINESS MANAGEMENT</b>	
<b>Year/Semester</b>	<b>I/II</b>	
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Understand key concepts related to international business and about various international institutes and their working.</li> <li>2. Explain different international trade theories business need to be applied.</li> <li>3. Determine various factors to be considered before going for international business.</li> <li>4. Analyze various HR and financial policies adopted in international business.</li> <li>5. Assess ethical and social responsibility issues at global level.</li> <li>6. Integrate the knowledge about International HR management and its policies.</li> </ol>	
<b>Unit I</b>	Need, Scope, Tasks, International Business: Goals, Advantages and Problems. Motivation to go global, Role of International Institutions(IMF, IBRD, IDA and IFC), International Business Entry & Development; Global Market Entry Strategies– Export/Import, International Intermediaries – Trading Companies, Licensing, Franchising, FDI, Joint ventures, MNC’s and Globalization, Merger’s and Acquisitions.	
<b>Unit II</b>	Trade theories - Absolute Advantage Theory, Comparative Cost Advantage Theory, Opportunity Cost Theory, Heckscher Ohlin Theory, WTO, Economic Integration, Regional Economic groups (EU, NAFTA, SAARC), Economic Environment, Social Environment, Cultural Environment, Political Environment & Legal Environment.	
<b>Unit III</b>	Decisions concerning global manufacturing and material management; out sourcing factors, managing global supply chains, product and branding decisions, managing distribution channels, International promotion mix and pricing decisions; Counter trade practice; Mechanism of international trade transactions. Instrument of Trade policy – Tariffs, Import Quotas and Exchange Control.	
<b>Unit IV</b>	Harmonizing Accounting difference across countries, Variations in Accounting Systems, Accounting for International Business, Foreign Exchange Market, Exchange Rate System: Fixed vs. Floating Exchange Rates International staffing decisions; Compensation and Performance Appraisal, Global Expatriates; Ethical dilemmas and social responsibility issues. International HR Management Policies, E-Business vis-à-vis International Business.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

➤	Text books (Latest Editions)	<ol style="list-style-type: none"><li>1. Charles, W.L and Jain, K Arun, International Business: Competing in the Global market place, Tata McGraw, 2014.</li><li>2. Kumar, R and GGEI, International Business, UDH Publication, 2013.</li><li>3. Mathur, U.C., International Marketing,</li></ol>
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		Sage Publication, 2009. 4. Bennett, R. & Blythe, Jim, International Marketing Strategy Planning Market Entry & Implementation, Kogan, 2009. 5. Cherunillum, Francis, International Marketing, Himalaya Publication, 2009.
➤	Online resources	<i>Journal of Economics and International Business Management</i> , Journal of Management Studies, Academy of Management Manuals

<b>Course Nomenclature</b>	<b>MANAGEMENT INFORMATION SYSTEMS</b>
<b>Year/Semester</b>	<b>I/II</b>
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Describe the role of information systems in today's competitive business environment</li> <li>2. Demonstrate systems analysis, design and decision making in a business setting.</li> <li>3. Characterize the information systems support activities of managers and end-users in organizations.</li> <li>4. Choose the key concepts related to information systems at various levels of Management.</li> <li>5. Assess the business strategy by the use of ERP and IT Outsourcing.</li> <li>6. Prepare the necessary understanding of the role of information systems in organizations.</li> </ol>
Unit I	Modern organizations- Data and information required for decision making, Organization structure. Types of decision making, Programmed and Non-programmed decisions, Decision making process, System approach to problem solving. Information Systems- Definition, Components, Types of Information systems and their functions. Centralized and Decentralized Information Systems.
Unit II	Internet worked enterprise in MIS: Internet, Intranet, Extranet. Enterprise communication and collaboration, Factors of success and failure, Risks and Threats to Information system. Competing with IT- Competitive environment of Business, Using IT for Strategy Implementation.
Unit III	Development and maintenance of Information Systems. MIS support for decision making, Tools of business support systems - What-if analysis, Sensitivity analysis, Goal seek analysis, Optimization analysis. Role and advantages of Transaction Processing System.

Unit IV	Application of IS-Customer Relationships Management, Supply Chain Management, E-commerce, ERP. Overview of E-business and Electronic
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	Payment System, E-Commerce and Banking. Application of Artificial Intelligence.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Kenneth C. Laudon and Jane P. Laudon, 'Management Information System', Pearson (12<sup>th</sup> Edition), 2017.</li> <li>2. Jawadekar, W.S., 'Management Information System', Tata McGraw Hill, 2020.</li> <li>3. James A. O'Brein, 'Management Information Systems', Tata McGraw-Hill, 2016.</li> <li>4. Steven Alter, Information Systems-Foundation of E-Business, Prentice Hall, 2011.</li> <li>5. Tanenbaum, 'Computer Network', Pearson, 2013.</li> </ol>
➤	Online resources	International Journal for Computer network & Communication, Journal of Computer & System Sciences, International Journal of Computers & Applications

<b>Course Nomenclature</b>	<b>INDIAN ETHOS AND BUSINESS VALUES</b>
<b>Year/Semester</b>	<b>I/II</b>
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Describe the concept of Ethics and values in Management.</li> <li>2. Explain role of Indian ethos in Management and knowledge of management lessons from the ancient scriptures.</li> <li>3. Determine the Indian ethos in development of unique work culture</li> <li>4. Select an Indian perspective, trans-cultural human values in management education</li> <li>5. Support an effective and holistic management pattern this will assure all-round growth in productivity, marketing, and profitability.</li> <li>6. Develop the Ethical Issues pertaining to all functional areas of management.</li> </ol>
Unit I	Indian Ethos –Features, Need, History, Principles Practiced by Indian companies, elements, Role of Indian ethos in Managerial practices. Indian Heritage in Business Management, Production and consumption, Ethics v/s Ethos, Indian management v/s Western Management.

Unit II	Management lessons from scriptures - Management lessons from Vedas, Mahabharat, Bible, Quran, Kautilya's Arthshastra. Indian systems of learning: Gurukul system of learning, advantages –
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	disadvantages of Karma: Meaning, importance of karma to managers, Nishkama karma, laws of Karma; creation, Humility, Growth and Responsibility. The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility and Law of Connection - Corporate Karma	
Unit III	Introduction to Business Ethics, Values, Morals & Norms, Levels of Business Ethics, Myths of Business Ethics, Relationship between Values, Morals Business Ethics & Norms, Ethical Dilemma, Ethical Decision Making, Changing workforce; Employee's Employer rights and responsibilities, Equal Employment opportunity and Affirmative action, Unethical decisions leading to conflict, Corporate Governance and ethics.	
Unit IV	Ethical issues in different functional areas of management: HRM, Marketing, Production and Operations management, IT and Finance, Ethics in 21 <sup>st</sup> century.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Joseph, D. An Introduction to Business Ethics, McGraw Hill Education, 2020</li> <li>2. Murthy, C.S.V. Business Ethics, Himalaya Publishing House, 2019</li> <li>3. Senthil, D.K. &amp; Senthil, D.R. Business Ethics, Himalaya Publishing House, 2019</li> <li>4. Khandelwal, N.M. Indian Ethos and Values for Managers, (Text &amp; cases from the Mahabharata), Himalaya Publishing House, 2016</li> <li>5. Seema S, S., Mukherjee, S., Indian Ethos, Ethics &amp; Management, Eureka Publications, 2020</li> </ol>
➤	Online resources	<p>Indian Journal of Commerce and Management Studies, Journal of Indian Business Research</p> <p><a href="https://www.academia.edu/Documents/in/Indian_Ethos_and_Management">https://www.academia.edu/Documents/in/Indian_Ethos_and_Management</a></p> <p><a href="https://www.mdim.ac.in/wp-backend/wp-content/uploads/2020/11/Pramod%20Pathak%20,%20Saumya%20Singh%20Page-9-15.pdf">https://www.mdim.ac.in/wp-backend/wp-content/uploads/2020/11/Pramod%20Pathak%20,%20Saumya%20Singh%20Page-9-15.pdf</a> – MDIM Business Review'</p>

## Semester III

<b>Course Nomenclature</b>	<b>STRATEGIC MANAGEMENT</b>	
<b>Year/Semester</b>	<b>II/III</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to :	
	<ol style="list-style-type: none"> <li>1. Describe the conceptual framework strategic management</li> <li>2. Discuss about how SWOT analysis is applied and select the feasible strategic alternative</li> </ol>	
	<ol style="list-style-type: none"> <li>3. Choose the best strategies that position the firms most favorably in relation to competition.</li> <li>4. Choose the correct analytical tools of strategic management for organization benefits.</li> <li>5. Justify the effective implementation plans to execute the chosen strategies and understand different issues related to it.</li> <li>6. Design the analytical tools of strategic management for organization benefits.</li> </ol>	
Unit I	Introduction to Strategic Management-Concept, importance of strategic Management and strategic Management Process.	
Unit II	Establishing company direction-developing strategic vision and mission, setting objectives, Internal & External Environment appraisals, Formulating Long Term objective & Strategy, Strategic Analysis & Choice.	
Unit III	Competitive analysis, Strategy and Competitive advantage, the Value Chain and Porter's Generic Strategies, Mergers & Acquisitions Strategies: Red Ocean and Blue Ocean Strategy, Role of top Management; Globalization and its challenges of strategic management, Strategic issues in Managing Technology and Innovations, Strategic Management in changing Environment. Concept of Balanced Score Card.	
Unit IV	Strategy Implementation- Structure, Operational, Behavior, Project & other implementations; Ethics, Public Values & Corporate Governance – Corporate Governance and Disclosures; Corporate Governance and disclosures Evolution and Significant Strategic Issues in Small Business (Family – owned) Enterprises, Strategic issues in Non – Profit Organizations. Strategic Evaluation and Control: Process, Criteria and Types.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Lei David &amp; Pitts Robert A., Strategic Management, Thomson/South Western, 2016.</li> <li>2. Ramaswamy V.S., Namakumari S., Strategic Planning Formulation of Corporate Strategy, McMillan India Ltd., 2010.</li> <li>3. Hitt, Hoskisson &amp; Ireland, Understanding Business Strategy, Cenage Learning, 2018</li> <li>4. David Fred R., Strategic Management-Concept &amp; Cases, David, Pearson Prentice Hall, 2014.</li> <li>5. Rao, V.S.P., and Krishna, V. Hari, Strategic Management, Excel Books India, 2016.</li> </ol>
➤	Online resources	<p>Journal of Indian Management and Strategy, International Journal of Sustainable Strategic Management, Strategic Management Journal-Wiley Online Library &amp; Academy of Strategic Management Journal</p>

<b>Course Nomenclature</b>	<b>ENTREPRENEURSHIP &amp; MANAGERIAL SKILL DEVELOPMENT</b>	
<b>Year/Semester</b>	<b>II/III</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Describe concept and theories of entrepreneurship.</li> <li>2. Understand the Government initiatives for entrepreneurship development.</li> <li>3. Use the benefits of MSMED Act 2016</li> <li>4. Sketch B-Plan</li> <li>5. Judge the Industrial Sickness It's causes, prevention and remedies</li> <li>6. Develop Small and Medium Enterprises.</li> </ol>	
Unit I	Entrepreneurship: Concept and Theories; Types of Entrepreneurs, Myths about entrepreneurship, The need for entrepreneurs in our economy, Social entrepreneurship: Concept and need in Indian economy, Environmental Factors Affecting Entrepreneurial Development, Competencies of Entrepreneurs. Entrepreneurial Strategy: generating and exploiting new entries. Role of Creativity & Innovation in Entrepreneurship; Leadership through entrepreneurship. Overview of Industrial Parks and Special Economic Zones.	
Unit II	Entrepreneurship Development Programme and their Evaluation. Development of entrepreneurial organization. Growth strategies in Small industry – Expansion, Diversification, Joint venture, Merger and Sub contracting. Women Entrepreneurs: Problems, Supporting Schemes. Entrepreneurial Opportunities: Scanning, Positioning & Analysis, Formulation of B-Plan. ATAL Incubation Centre, Crowd funding, Designing Business Canvass Role of Consultancy organizations, Role of Financial Institutions.	
Unit III	Status and Outcome of Incubation Centre and start-up policy. Management of Small & Medium Units, MSMED Act 2016.	
Unit IV	Reservation of Spheres and Concessions for Small Units, Industrial Sickness in Small Units: Causes, Prevention and Remedies. Overview of Intellectual Property Rights.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

	➤ Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Desai, V, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, 5<sup>th</sup> Edition, 2017</li> <li>2. Gupta, C.B., Entrepreneurship Development, Sultan Chand Publishers,2014</li> <li>3. Drucker, Peter, F., Innovation and Entrepreneurship, HarperCollins Publishers,2012</li> </ol>
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		4. Desai, V., Entrepreneurship Development, Himalaya Publishing House, 1 <sup>st</sup> Edition , 2011 5. Donald F Kuratko, Entrepreneurship – Theory, Process and Practise, 9 <sup>th</sup> edition, Cengage Learning 2014.
➤	Online resources	Journal of Innovation and Entrepreneurship, Journal of Entrepreneurship, Management and Innovation Journal of Small Business & Entrepreneurship Development <a href="https://www.aicte-india.org/downloads/RID%205_EDC.pdf">https://www.aicte-india.org/downloads/RID%205_EDC.pdf</a>

<b>Course Nomenclature</b>	<b>INDUSTRIAL SUMMER TRAINING PROJECT</b>	
<b>Year/Semester</b>	<b>II/III</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Identify career alternatives prior to post graduation.</li> <li>2. Describe the practices and protocols of the particular company and industry.</li> <li>3. Show work habits and attitudes necessary for career.</li> <li>4. Develop communication, interpersonal and other critical skills in the job interview process.</li> <li>5. Conclude data collection and research into proper report writing.</li> <li>6. Synthesize the prepared report into presentation and viva.</li> </ol>	
	Students will undergo a summer training of 4-6 weeks in an organization. The students are required to make a summer training report which needs to be submitted to the Director along with the training certificate. The summer training project report will be evaluated on internal and external basis. Evaluation and presentation/viva of the report will be done by internal and external examiners. The student will submit written report and make an oral presentation before a panel of internal examiner (Director/ principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor of JNU, Jaipur.) The assessment of the report and its presentation will be jointly conducted by the internal and external examiner.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.



<b>Course Nomenclature</b>	<b>ADVERTISING AND BRAND MANAGEMENT</b>	
<b>Year/Semester</b>	<b>II/III</b>	
Course Outcomes	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Enumerate various forms of advertising and different types of media.</li> <li>2. Explain the factors influencing advertising budget.</li> <li>3. Determine the stages of an ad campaign.</li> <li>4. Describe concepts related to branding like brand extension, revitalizing a brand, brand hierarchy etc.</li> <li>5. Discuss Financial Aspects of Brand</li> <li>6. Demonstrate the role of branding for consumers and organizations.</li> </ol>	
Unit I	Relationship of Advertising with other promotion mixes, AIDAS and DAGMAR approach. Various forms of advertising-National, retail, Cooperative, trade, industrial, financial, corporate, public services, political, primary and selective demand, push and pull advertisement. Role of Advertising Council in India (ASCI), Advertising media- Media types, Media planning and strategy,	
Unit II	Types of Agency and their functions, Selection of ad agency, Agency compensation, Factors influencing Advertising budget, Methods of advertising budgeting. Stages of development of an advertising campaign, Pre test and Post test techniques. Advertising Trends- Shorter Video Ads, OTT Advertising and Regulations, Mobile- first advertising, Cinemagraphs, User generated contents, Instream Ads.	
Unit III	Role of Branding, Brand elements, Brand building- Brand positioning, Brand equity model Brand personality, Brand Image, Brand Identity, Co – Branding.	
Unit IV	Brand Hierarchy, Brand Extensions, Brand Re-vitalization, Upward and downward stretching of brands, Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

	➤ Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Cooper Alan, How to plan Advertising, Thomson South Western, 2016</li> <li>2. Chunawala S. A. &amp; Sethi K. C, Advertising Theory &amp; Practice, Himalaya Publishing House, 2009</li> <li>3. O' Guinn, Allen, Vemerrick, Advertising &amp; Integrated Brand Promotion, Thomson South Western, 2010</li> <li>4. Belch &amp; Belch. Advertising &amp; Promotion,</li> </ol>
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		Tata McGraw Hill, 2016 5. Batra, Myers & Aaker, Advertising Management, Pearson Prentice Hall, 2015
➤	Online resources	International Journal of Internet Marketing & Advertising, Journal of Advertising Research

<b>Course Nomenclature</b>	<b>MARKETING OF SERVICES</b>
<b>Year/Semester</b>	<b>II/III</b>
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Describe the marketing concepts and principles to understand the unique challenges and opportunities of services marketing</li> <li>2. Explain insights about the foundations of services marketing, customer expectations and perceptions of services</li> <li>3. Determine the components of marketing mix for service sector.</li> <li>4. Categorize the components of marketing mix for different service sector</li> <li>5. Assess the blueprint for the various services sector for service excellence.</li> <li>6. Design the strategy for service marketing of different service sector.</li> </ol>
Unit I	Conceptual Framework for Marketing of Services, Concept and Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Difference between goods and services marketing; Classification of service, Reasons for Growth and importance of Services in the National Economy.
Unit II	Customer Expectations and Perceptions, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services ,STP model related to service sector, Recovery Management and Relationship Marketing: Service failure and recovery Service Guarantee - Handling complaints effectively; Customer Relationship strategies in market place, Evaluation of customer relationships, Benefits of customer relationship.
Unit III	Service Blueprinting, Branding, Pricing Strategies, Process, Physical Evidence, Designing service distribution and promotion mix, Service Quality and Quality GAP model, Demand and supply Management in Services: Measuring and Managing Capacity, Strategies for Managing Demand. Employees' and customer's roles in service delivery- Importance of people in service marketing. Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3, Strategies for enhancing-Customer participation. Services marketing triangle; Service profit chain.



	services: Hotel, transport and Tourism Services; Marketing of Hospitals, Marketing of Financial Services- Banks, Mutual Funds and Insurance.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Christopher Lovelock, &amp; Jochen Wirtz. Services Marketing–People, Technology, Strategy. (7th ed.). New Jersey: Prentice Hall 2011</li> <li>2. Chowdhary, Nimit and Chowdhary, Monika. (2015). Textbook of Marketing of Services: The Indian Experience, New Delhi: Macmillan India Limited.</li> <li>3. Gronroos, C. Service Management and Marketing–A Customer Relationship Management Approach (2nd ed.). New York: John Wiley and Sons, 2010.</li> <li>4. Zeithaml, Valarie A; Gremler, Dwayne D; Bitner, Mary Jo and Pandit Ajay :Services Marketing, 6th Edition Published by Tata McGraw Hill, 2013</li> <li>5. Nargundkar, R. Services Marketing: Text &amp; Cases. New Delhi, India: Tata McGraw Hill 2008.</li> </ol>
➤	Online resources	International Journal of Marketing Management, Journal of Marketing and Consumer Behavior in Emerging Markets, Journal of Management and Marketing Research

<b>Course Nomenclature</b>	<b>RURAL MARKETING</b>
<b>Year/Semester</b>	<b>II/III</b>
<b>Learning Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Enumerate the core areas of Rural Development</li> <li>2. Discuss the efforts put for Rural Development by Govt.</li> <li>3. Determine the factors affecting Rural Consumer Behavior</li> <li>4. Infer the Social, Cultural and Technological factors</li> <li>5. Recommend Marketing Strategy for New Product Development in Rural Market</li> <li>6. Develop Effective Communication</li> </ol>

Unit I	Rural Marketing- Rural marketing an overview, Rural Market in India- Size& Scope, Rural Development as a core area, Efforts put for Rural development by government (A brief Overview). – a comparison. CSR and
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	Marketing Ethics in Rural Marketing- Source of Financing and credit agencies	
Unit II	Rural Market Environment: Demographics, Economic Factors, Rural Infrastructure; Rural & Urban Consumers – a comparison. Rural Consumer Behavior: meaning, Factors affecting Rural Consumer Behavior, Social, Cultural and Technological factors, Segmentation, Targeting & Positioning for rural market. New Product Development in Rural Marketing	
Unit III	Rural Product Categories – FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labeling. 4 A's of Rural Marketing, Pricing Strategies & objectives, Promotional Strategies, Distribution Strategies for Rural consumers. Channels of Distribution- Haat bazar and Mandis; Public Distribution System, Co- operative society.	
Unit IV	Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Advertisements for rural market. Rural Media- Mass media, Non-Conventional Media, Personalized media <b>Role of IT in Rural Marketing</b>	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Kumar, Dinesh &amp; Gupta, Punam, Rural Marketing: Challenges and Opportunities, Sage Publication, 2017</li> <li>2. Balram, Dogra &amp; Ghuman, Karminder, Rural Marketing: Concepts and Practices, McGraw Hill Publication, 2007</li> <li>3. Gopaldaswamy, T.P., Rural Marketing - Environment, Problems and Strategies, Vikas Publication, 2009.</li> <li>4. Velayudhan, Sanal Kumar, Rural Marketing: Targeting the Non-urban Consumer, Sage Publications, 2007</li> <li>5. Kashyap, Pradeep, Rural Marketing, Pearson Education, 2011</li> </ol>
➤	Online resources	Open Journal of Business and Management, International Journal of Marketing Studies, International Journal of Research in Social Sciences

<b>Course Nomenclature</b>	<b>CONSUMER BEHAVIOR</b>
<b>Year/Semester</b>	<b>II/III</b>

<b>Course Outcomes</b>	By the end of this course students will be able to:  1. Understand the importance of consumer behavior in changing the
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	attitude of Consumer. 2. Discuss about methodology of conduction of market research. 3. Contrast the stages of product development and its market implication. 4. Classify the psychological factors that influence consumer buying behavior. 5. Characterize impact of motivation and attitude in buying behavior. 6. Synthesize marketing strategies with various models related to consumer behavior.	
Unit I	Consumer behavior and marketing strategy, Consumer Buying Decision Process and Industrial Buying Decision Process, Ethical Consumer Behaviour	
Unit II	New product development, Culture, Sub-culture, Shoppers markets, family life cycle stages and its marketing implication, Reference Groups and their influence, Family-significance, Family Decision Making and Impact of regulatory bodies on consumer behaviour.	
Unit III	Motivation and Learning Theory, Personality and self concept, Perception and attitude, Brand Loyalty and Attitude, Attitude Formation and Change, Model of attitude-Tricomponent attitude model and multiattribute attitude mode Income, Diffusions of Innovations, Adoption Process	
Unit IV	Nicosia model, Howard–Seth model, Engel Blackwell model, Economic model, Consumer Behavior Audit	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1. Schiffman Kanuk, Consumer Behaviour- Pearson Prentice Hall, 2017 2. Henery Assael Thomson, Consumer Behaviour, 2016 3. Blackwell Miniard Enge, Consumer Behaviour, Thomson South Western, 2016 4. R Suja, Nair, Consumer Behaviour Indian Prospective, Himalaya Publishing House, 2015 5. Leon Schiffman Joseph Wisenblit and Ramesh Kumar S., "Consumer Behavior", Pearson Education, 2015
➤	Online resources	Journal of Marketing and Consumer Behavior in Emerging Markets, Journal of Marketing Management

<b>Course Nomenclature</b>	<b>HUMAN RESOURCE DEVELOPMENT SYSTEM &amp; STRATEGIES</b>
<b>Year/Semester</b>	<b>II/III</b>

<b>Course</b>	By the end of this course students will be able to:
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<b>Outcomes</b>	<ol style="list-style-type: none"> <li>1. Tell the Organizational structure of the HRD.</li> <li>2. Differentiate between HRM &amp; HRD</li> <li>3. Determine the Principles in designing HRD system</li> <li>4. Infer the Objectives and levels of HRD need analysis</li> <li>5. Argue Kirkpatrick's Evaluation Framework, Phillips ROI model</li> <li>6. Synthesize the HRD practices in Government Organizations, Manufacturing, Service industries and MNCs.</li> </ol>	
Unit I	HRD – Concept, Goals, Importance, Challenges to organizations and HRD Professionals, Relationship between HRM & HRD, HRD Mechanisms, Processes and Outcomes. HRD functions: Training and Development, Organizational Development, Career Development, Performance Appraisal.	
Unit II	HRD as a total system, Principles in designing HRD system, organizational structure of the HRD, HRD functions, Line Managers and HRD, HRD Audit, HRD culture and climate.	
Unit III	Assessing HRD needs: Definition and purpose of need assessment, levels of need analysis, Evaluating HRD Program: Purpose of evaluation, Kirkpatrick's evaluation Framework, Philips ROI model and Data collection for HRD evaluation.	
Unit IV	Human Resource Training and Development: Concept and Importance; Assessing Training Needs; Designing and Evaluating T&D Programmes; Role, Responsibilities and challenges to Training Managers. Methods of Training, , HRD practices in government organizations, manufacturing, service industries and MNCs, Emerging trends, perspectives and Future of HRD., HRD strategies and its types.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Shetty, Sridhara. Human Resource Development: Realities, Practices and Challenges. Himalaya Publishing House, 1st Edition 2014.</li> <li>2. Mankin, D. Human Resource Development. Oxford University Press, India, 2013.</li> <li>3. Werner, J. M. Human Resource Development, Cengage Learning,.7<sup>th</sup> edition 2017</li> <li>3. Halder, U.K. &amp; Sarkar J., Global Human Resource Development: Regional and Country Perspectives, Oxford University Press, 2012.</li> <li>4. Rao, T.V. &amp; Pareek, Udai. Designing and Managing Human Resource Systems, Sage Publications, 3rd Edition 2015</li> <li>5. Rao, T.V., HRD Audit: Evaluating the Human Resource Function for Business Improvement, 2014.</li> </ol>

➤	Online resources	International Journal of Human Resources Development and Management, Human Resource Development Review (HRDR) <a href="https://journals.sagepub.com/home/hrd">https://journals.sagepub.com/home/hrd</a>  <a href="https://www.tandfonline.com/toc/rhrd20/current">https://www.tandfonline.com/toc/rhrd20/current</a>
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<b>Course Nomenclature</b>	<b>MANPOWER PLANNING &amp; MANAGEMENT</b>	
<b>Year/Semester</b>	<b>II/III</b>	
<b>Learning Outcomes</b>	By the end of this course students will be able to: <ul style="list-style-type: none"> <li>1. Define the conceptual framework of Manpower Planning.</li> <li>2. Determine the models and methods used in Human Resource Forecasting.</li> <li>3. Explain the best fit strategy between employees and jobs, while avoiding manpower shortages or surpluses.</li> <li>4. Classify the different approaches of Career Management and Internal Mobility.</li> <li>5. Access how efficiently utilizes the workforce to maintain productivity.</li> <li>6. Design the usage of HRIS, HR Accounting and Auditing.</li> </ul>	
Unit I	Manpower Planning: Concept, Objectives, Need, Process and Factors affecting MPP. Manpower planning at different Levels. Role of HRP Manager, Relationship between Manpower Planning and Strategic Planning.	
Unit II	Human Resource Forecasting: Concept, Objectives, Process, Benefits and Limitations, Quantitative and Qualitative Techniques of Demand and Supply Forecasting: Types, Benefits and Limitations. Issues in HR planning vis a vis Mergers / Diversification/ Takeover	
Unit III	Career management: Concept, Characteristics, Stages, Objectives, Benefits, models and limitations. Succession Planning: Concept, Features, Objectives, Significance and Process, Internal Mobility- Promotion, Demotion and Transfer. Employee Separation: Concept and Types. Downsizing and Rightsizing Strategies	
Unit IV	Human Resource Records and Research, Human Resource Accounting and Auditing, Human Resource Information System and Human Resource Research. Overview of Competency mapping and Talent Management	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

➤	Text books (Latest Editions)	1. Sekhri, A. Human Resource Planning and Audit. Himalaya Publishing House. Mumbai, 3 <sup>rd</sup> Edition, 2013 2. Bhattacharya, D. K. Human Resources
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		<p>Planning, Excel Books, 3<sup>rd</sup> Edition 2012</p> <p>3. Belcourt, M. Kenneth, M.B. Yap, M. &amp; Hong, Y., Strategic Human Resources Planning, Thomas Nelson Publishers, 2018</p> <p>4. Ramani, V. V. Succession Planning: Insights and Experiences, The Icfai University Press, 1<sup>st</sup> Edition, 2014.</p> <p>5. Reddy, M.S.K. Reddy, P.M. Ramakrishna, K. and Lal, K. Human Resource Planning, Discovery Publishing House New Delhi, 2015.</p>
➤	Online resources	Journal of Business Strategy, Human Resource Planning

<b>Course Nomenclature</b>	<b>INDUSTRIAL RELATIONS</b>
<b>Year/Semester</b>	<b>II/III</b>
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Define and apply key concepts related to Approaches &amp; Principles of good industrial relations.</li> <li>2. Explain the concept and legislations pertaining to Trade Unions and Employers' Association.</li> <li>3. Illustrate the important provisions and administration of various Labor Laws.</li> <li>4. Infer the legal mechanism and practices of managing Industrial Disputes</li> <li>5. Assess the Code of discipline, Disciplinary procedure &amp; Code of conduct.</li> <li>6. Formulate guidelines for grievance handling, Grievances redressal procedures.</li> </ol>
Unit I	Industrial Relations: Concept, Significance, Objectives, Scope, Approaches & Principles of good industrial relations, Challenges to IR. Role of State. Paradigm Shift- from Industrial Relations to Employee Relations linkages with HRM.
Unit II	Trade Union: Evolution, Growth, Structure and Types; Role of Employers' organizations in IR. Overview of Trade Union Act-1926. Negotiation, Collective Bargaining: Meaning & structure of collective bargaining; Bargaining stages and processes, Collective bargaining in India.

Unit III	Management of Grievance and Discipline: Employee discipline; Causes of indiscipline, essentials of a good disciplinary system, Hot-Stove Rule and kinds of punishment; Grievance procedure: Settlement of grievance in Indian industry; Model grievance procedure. An overview of Industrial Dispute Act-
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	1947, Dispute prevention and settlement machinery; Industrial dispute patterns. International Labor Organizations (ILO) – Evolution, Objectives and Functions.	
Unit IV	Overview of: The Factories Act, 1948; The Workmen’s Compensation Act, 1923; The Payment of Gratuity Act, 1972; The Employees’ State Insurance Act, 1948; The Payment of Wages Act, 1936; Employees’ Provident Fund & Miscellaneous Provisions Act, 1952.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. VenkataRatnam C. S. &amp; Dhal M., Industrial Relations, Oxford University Press, 2<sup>nd</sup> Edition, 2017.</li> <li>2. Singh P. N. &amp; Kumar N., Employee Relations Management, Pearson Education, 2011.</li> <li>3. Srivastava, ,Industrial Relations &amp; Labour Law- Vikas Publishing House, 2019</li> <li>4. Mamoria CB, Dynamics of Industrial Relations, Himalaya Publishing House, 2019</li> <li>5. ArunMonappa : Industrial Relations, Tata McGraw Hill.2012</li> <li>6. S. N. Mishra, Labour &amp; Industrial Laws, 29<sup>th</sup> edition</li> </ol>
➤	Online resources	Journal of Human Resource Management, Human Resource Management Journal <a href="https://journals.sagepub.com/loi/lmj">https://journals.sagepub.com/loi/lmj</a> <a href="https://journals.sagepub.com/home/lmj">https://journals.sagepub.com/home/lmj</a> Journal of Industrial Relations

<b>Course Nomenclature</b>	<b>ORGANISATIONAL CHANGE &amp; DEVELOPMENT</b>
<b>Year/Semester</b>	<b>II/III</b>
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Describe the concept and techniques of Organizational Development.</li> <li>2. Explain about various models of Change and Competencies &amp; Role of Organizational Development Practitioner.</li> <li>3. Review different types of Organizational Development Interventions.</li> <li>4. Analyze the concepts of Organization Design and Change Management.</li> <li>5. Assemble the knowledge about Organizational Transformation.</li> <li>6. Predict the future aspects of organizational development.</li> </ol>



Unit I	Introduction of OD: conceptual issues. The field of Organization Development Managing Organization Development Process, Models of Change, Action research and OD. Change Agents, Guidelines for Facilitating change, Organizational Development: An Introduction Nature, basic assumptions, characteristics, Steps involved in Organizational Development. Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises	
Unit II	Organizational Learning-The Learning Organization, Leading a learning Organization, Creativity & Innovation, Issues in Consultant - Client Relationship; Power, Politics and Organizational Development.	
Unit III	Organization Development Interventions: An Overview. Individual and Interpersonal Interventions, Team/Group Interventions. Inter-group Interventions. Comprehensive Interventions.	
Unit IV	Organizational Transformation. The Organization Development Consultant: Role, Skills and Dilemmas Success and Failure of Organization Development. Reward Management and The management of change. Future of Organization Development & New Perspectives.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Burke W. Warner Noumair Debra A., Organization Development: A Process of Learning and Changing, Pearson, 2015</li> <li>2. French and Bell, Organization Development, Pearson, 2015</li> <li>3. Daft Richard L., Organization Theory and Design, Thomson, 2013</li> <li>4. Singh Kavita, Organizational Change and Development, Excel Books, 2010</li> <li>5. Shani, Rami &amp; Noumair Ann Debra, Research in Organizational Change and Development, Emerald Publishing Group, 2020</li> </ol>
➤	Online resources	Human Resource Management Research, Open Journal of Human Resource Management <a href="https://www.emerald.com/insight/publication/issn/0143-7739">https://www.emerald.com/insight/publication/issn/0143-7739</a> Journal of Organizational Change Management

<b>Course Nomenclature</b>	<b>FINANCIAL RESTRUCTURING</b>	
<b>Year/Semester</b>	<b>II/III</b>	
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Enumerate key concepts of corporate restructuring to conduct the business operations in an efficient, effective and competitive manner.</li> <li>2. Interpret the basic knowledge of financial restructuring analysis</li> <li>3. Determine the forms of financial restructuring</li> <li>4. Choose anti-takeover strategies to avoid hostile acquisition</li> <li>5. Assess legal provisions such as Companies Act, Competition Act, SEBI and Income Tax Act concerning Merger &amp; Acquisitions.</li> <li>6. Construct Balance Sheet for valuation of Merged &amp; Acquired firm to assess the cost, earning price per share and market value.</li> </ol>	
Unit I	Fundamental concept of corporate restructuring, motives and various forms of corporate restructuring. Changes in ownership structure: Employee Stock Ownership Plan, Going Private, Leveraged Buyouts and Master Limited partnership.	
Unit II	Financial restructuring: Meaning and motives of financial restructuring, Forms of financial restructuring: Mergers- Types and process of Merger, post merger issues, Takeover: Types and defensive strategies to takeover bids and Demerger.	
Unit III	Provisions of Companies Act 2013 & Competition Act 2002 for Merger & Acquisition, SEBI's rules & regulations for Merger & Acquisition, Share Buyback guidelines, Tax implications	
Unit IV	Accounting for Merger & Acquisitions, Methods of valuation for Mergers & Acquisitions, Computation of Purchase Consideration, International accounting for cross border Mergers, Acquisitions and Take-over	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Sherman, J. Andrew, Mergers and Acquisitions From A To Z, American Management Association, 2018</li> <li>2. ERNST and YOUNG, Master Guide to Mergers and Acquisitions in India, John Wiley &amp; Sons, Inc., 2012</li> <li>3. Carney, J. William, Mergers and Acquisitions, Cases and Materials (University Casebook Series), Wolters Kluwer Law &amp; Business, 2020</li> <li>4. Krishnamurti, Chandrashekhar and S.R., Vishwanath, Mergers, Acquisitions and Corporate Restructuring, Response Books-Business Books from SAGE, 2015</li> <li>5. Gaughan, A. Patrick, Mergers, Acquisitions and Corporate Restructurings, John Wiley &amp; Sons, Inc, 2014.</li> </ol>
➤	Online resources	Journal of Restructuring Finance, International Mergers and Acquisitions, ABA Journal

<b>Course Nomenclature</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/III</b>
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Describe the characteristics of different financial assets and Classify financial assets on multiple bases.</li> <li>2. Explain the correct use of tools for financial analysis as regarding investment purposes. Understanding of Evaluation criteria for securities using different valuation models.</li> <li>3. Apply theoretical and practical knowledge of capital market.</li> <li>4. Analyze how to identify the working of Global financial markets and instruments.</li> <li>5. Assess the need for ethical practices in the field of portfolio Management</li> <li>6. Develop the skills for developing the portfolio constructions, revision, reconstruction and investment advisory.</li> </ol>

Unit I	An overview of security and security analysis, Introduction of stock exchange: BSE, NSE & OTCEI, Role of SEBI, Depositories: CDSL & NSDL, Trading mechanism of security, Investment alternatives, Valuation theories of Fixed and Variable Income Securities:, Holding period return, Current yield, Yield-to-Maturity, Valuation of preference shares, Valuation of equity shares.	
Unit II	Risk and Return: Investor's Attitude towards Risk and Return .Measuring risk and historical & expected return of a single security and portfolio. Fundamental Analysis: Economic, Industry and Company Analysis, Technical Analysis: Tools of technical analysis, chart formations or price patterns and technical indicators,	
Unit III	Capital Assets Pricing Theory: Basic assumptions; capital market line; security market line; input required for applying CAPM;; optimal portfolio; efficient frontier, risk-less lending and borrowing. Arbitrage Pricing Theory: Assumptions, APT model, AP Equation, Factors affecting return.	
Unit IV	Basics framework of portfolio management, Diversification as tool of risk management , Portfolio construction & execution –Markowitz and Sharp Index Model; Techniques for risk minimization of portfolio , Portfolio revision; performance evaluation by Sharpe's, Treynor's and Jensen's Index Mutual Funds and their Portfolio Management Schemes.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-
		library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Chandra, Prasanna, Investment Analysis and Portfolio Management, McGraw Hill Education, 2016.</li> <li>2. Ranganathan, M and Madhmathi, R., Security Analysis and Portfolio Management, Pearson Education, 2015.</li> <li>3. William F.sharpe, Portfolio Theory and Capital Markets, McGraw-Hill, USA, 2014.</li> <li>4. SinghPreeti, Portfolio Management, Himalaya Publishing House, 2017.</li> <li>5. Khatri, Dhanesh K., Security Analysis and Portfolio Management, Macmillan Publishers India Limited, 2018.</li> </ol>
➤	Online resources	Journal of Business & Financial Affair, International Journal of Portfolio Analysis and Management, The Journal of Portfolio Management

<b>Course Nomenclature</b>	<b>FINANCIAL DERIVATIVES</b>	
<b>Year/Semester</b>	<b>II/III</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Enumerate key concepts of corporate restructuring to conduct the business operations in an efficient, effective and competitive manner.</li> <li>2. Interpret the basic knowledge of financial restructuring analysis</li> <li>3. Determine the forms of financial restructuring</li> <li>4. Choose anti-takeover strategies to avoid hostile acquisition</li> <li>5. Assess legal provisions such as Companies Act, Competition Act, SEBI and Income Tax Act concerning Merger &amp; Acquisitions.</li> <li>6. Construct Balance Sheet for valuation of Merged &amp; Acquired firm to assess the cost, earning price per share and market value.</li> </ol>	
Unit I	Derivative products, participants, functions; types of derivatives: exchange traded V/s OTC; Conceptual framework: forward, future, option & swaps; distinction between future & forward contracts,. An Overview of Crypto currency and block chain	
Unit II	Mechanism of future and forward markets. Pricing of futures: Cost of carry model, pricing equity, index futures, pricing stock futures. Hedging strategies using futures	
Unit III	Mechanism of option. Pay off for option. Pricing of option, Introduction to Black Sholes model and. Pricing index options; pricing stock options.	
Unit IV	Hedging with options: index and stock option, Advanced Option Strategy – hedging , spread , Straddle , Strings & Strips , Strangle , Condors and	
	Application of forward, future, options in India .Financial Swaps as Synthetic Options , Currency Swaps , Interest Rate swaps , Future Trends in Financial Engineering	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
	➤ Text books (Latest Editions)	1.Khatri, Dhanesh Kumar, Derivatives and Risk Management, MacMillan, 2017

		<p>2.Gupta S.L., Financial Derivative, Prentice Hall, 2016.</p> <p>3.Kumar S.S.S., Financial Derivatives, PHI Learning Pvt. Ltd., 2008.</p> <p>4.Kolb Robert W. and Overdahl James A., Financial Derivatives, John Wiley &amp; Sons, Inc. 2013.</p> <p>5.Hunt P.J. and Kennedy J.E., Financial Derivatives in Theory and Practice, John Wiley &amp; Sons Ltd., 2014.</p> <p>6.Redhead Keith, Financial Derivatives, Prentice Hall, 2017.</p>
➤	Online resources	The Journal of Derivatives, International Journal of Financial Markets and Derivatives, Indian Journal of Finance

Course Nomenclature	Introduction to Logistics & Supply Chain Management
Year/Semester	II/III
Course Outcomes	<p>By the end of this course, students will be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the fundamental concepts and importance of logistics and supply chain management.</li> <li>2. Analyze the components and functions of a supply chain.</li> <li>3. Develop strategies for effective logistics and supply chain management.</li> <li>4. Evaluate the role of technology in logistics and supply chain operations.</li> <li>5. Assess the impact of supply chain decisions on organizational performance.</li> <li>6. Implement best practices for managing logistics and supply chain activities.</li> </ol>
Course Code	
Unit I	Introduction to Logistics and Supply Chain Management: Definition, Nature, and Scope of Logistics and Supply Chain Management. Importance of Logistics and Supply Chain in Business. Key Concepts and Terminologies. Evolution of Logistics and Supply Chain Management.
Unit II	Components and Functions of a Supply Chain: Supply Chain Network Design. Demand Forecasting and Planning. Inventory Management. Transportation Management. Warehousing and Distribution Management. Role of Suppliers and Customers in the Supply Chain.
Unit III	Logistics and Supply Chain Strategies: Strategic Supply Chain Management. Lean and Agile Supply Chains. Outsourcing and Third-Party Logistics (3PL). Risk Management in Supply Chains. Sustainability and Green Supply Chain Management.
Unit IV	Technology in Logistics and Supply Chain Management: Role of Information Technology in Supply Chain. Enterprise Resource Planning (ERP) Systems. Internet of Things (IoT) in Supply Chain. Blockchain and Supply Chain Transparency. Future Trends in Logistics and Supply Chain Management.

<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	<ol style="list-style-type: none"> <li>1. Chopra, S., &amp; Meindl, P. - "Supply Chain Management: Strategy, Planning, and Operation," Pearson Education, 2019.</li> <li>2. Ballou, R.H. - "Business Logistics/Supply Chain Management," Pearson Education, 2004.</li> <li>3. Christopher, M. - "Logistics and Supply Chain Management," Pearson Education, 2016.</li> <li>4. Coyle, J.J., Langley, C.J., Novack, R.A., &amp; Gibson, B.J. - "Supply Chain Management: A Logistics Perspective," Cengage Learning, 2016.</li> <li>5. Hugos, M. - "Essentials of Supply Chain Management," Wiley, 2018.</li> <li>6. Bowersox, D.J., Closs, D.J., &amp; Cooper, M.B. - "Supply Chain Logistics Management," McGraw-Hill Education, 2013.</li> </ol>
<b>Online Resources</b>	Journal of Supply Chain Management, International Journal of Logistics Management, Supply Chain Management Review, Harvard Business Review, Journal of Business Logistics

<b>Course Nomenclature</b>	<b>Integrated Global Supply Chain Management</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	<p>By the end of this course, students will be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the concepts and importance of integrated global supply chain management.</li> <li>2. Analyze the complexities and challenges of managing global supply chains.</li> <li>3. Develop strategies for optimizing global supply chain performance.</li> <li>4. Evaluate the role of technology and innovation in global supply chain management.</li> <li>5. Assess the impact of global supply chain decisions on organizational success.</li> <li>6. Implement best practices for managing risks and sustainability in global supply chains.</li> </ol>
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Global Supply Chain Management: Definition, Nature, and Scope of Global Supply Chain Management. Importance of Integration in Global Supply Chains. Key Concepts and Terminologies. Evolution of Global Supply Chains.
<b>Unit II</b>	Global Supply Chain Strategy: Designing Global Supply Chain Networks. Strategic Sourcing and Procurement. Global Logistics and Distribution. Managing Global Suppliers and Customers. Cross-Cultural and Ethical Considerations in Global Supply Chains.
<b>Unit III</b>	Technology and Innovation in Global Supply Chains: Role of Information Technology in Global Supply Chains. Enterprise Resource Planning (ERP) Systems. Internet of Things (IoT) and Smart Supply Chains. Blockchain Technology for Supply Chain Transparency. Future Trends in Global Supply Chain Innovation.

<b>Unit IV</b>	Risk Management and Sustainability in Global Supply Chains: Identifying and Managing Risks in Global Supply Chains. Supply Chain Resilience and Continuity Planning. Sustainability and Corporate Social Responsibility in Global Supply Chains. Regulatory and Compliance Issues. Case Studies on Successful Global Supply Chain Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	<ol style="list-style-type: none"> <li>1. Chopra, S., &amp; Meindl, P. - "Supply Chain Management: Strategy, Planning, and Operation," Pearson Education, 2019.</li> <li>2. Ballou, R.H. - "Business Logistics/Supply Chain Management," Pearson Education, 2004.</li> <li>3. Christopher, M. - "Logistics and Supply Chain Management," Pearson Education, 2016.</li> <li>4. Coyle, J.J., Langley, C.J., Novack, R.A., &amp; Gibson, B.J. - "Supply Chain Management: A Logistics Perspective," Cengage Learning, 2016.</li> <li>5. Hugos, M. - "Essentials of Supply Chain Management," Wiley, 2018.</li> <li>6. Bowersox, D.J., Closs, D.J., &amp; Cooper, M.B. - "Supply Chain Logistics Management," McGraw-Hill Education, 2013.</li> </ol>
<b>Online Resources</b>	Journal of Supply Chain Management, International Journal of Logistics Management, Supply Chain Management Review, Harvard Business Review, Journal of Business Logistics



<b>Course Nomenclature</b>	<b>Supply Chain Operations &amp; Warehouse Management</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamental concepts of supply chain operations and warehouse management. 2. Analyze the role of warehouse management in the overall supply chain. 3. Develop strategies for optimizing supply chain operations and warehouse efficiency. 4. Evaluate the impact of technology on supply chain and warehouse management. 5. Assess the importance of inventory management in supply chain operations. 6. Implement best practices for managing warehouse operations and logistics.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Supply Chain Operations: Definition, Nature, and Scope of Supply Chain Operations. Importance of Supply Chain Operations. Key Components and Functions of a Supply Chain. Role of Supply Chain Operations in Business Success.
<b>Unit II</b>	Warehouse Management: Definition, Nature, and Scope of Warehouse Management. Types of Warehouses. Functions and Processes in Warehouse Management. Layout and Design of Warehouses. Role of Warehousing in the Supply Chain.
<b>Unit III</b>	Inventory Management: Importance of Inventory Management. Techniques and Methods for Inventory Control. Economic Order Quantity (EOQ), Just-in-Time (JIT), and ABC Analysis. Role of Inventory Management in Warehouse Operations. Case Studies on Inventory Management.
<b>Unit IV</b>	Technology and Innovation in Supply Chain and Warehouse Management: Role of Information Technology in Supply Chain Operations. Warehouse Management Systems (WMS). Automation and Robotics in Warehousing. Internet of Things (IoT) and Smart Warehouses. Future Trends in Supply Chain and Warehouse Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Chopra, S., & Meindl, P. - "Supply Chain Management: Strategy, Planning, and Operation," Pearson Education, 2019. 2. Frazelle, E.H. - "World-Class Warehousing and Material Handling," McGraw-Hill Education, 2016. 3. Richards, G. - "Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse," Kogan Page, 2017. 4. Tompkins, J.A., & Smith, J.D. - "The Warehouse Management Handbook," Tompkins Press, 2015. 5. Coyle, J.J., Langley, C.J., Novack, R.A., & Gibson, B.J. - "Supply Chain Management: A Logistics Perspective," Cengage Learning, 2016. 6. Bowersox, D.J., Closs, D.J., & Cooper, M.B. - "Supply Chain Logistics Management," McGraw-Hill Education, 2013.
<b>Online Resources</b>	Journal of Supply Chain Management, International Journal of Logistics Management, Supply Chain Management Review, Harvard Business Review, Journal of Business Logistics

<b>Course Nomenclature</b>	<b>Hospital Operations Management</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamental concepts and significance of hospital operations management. 2. Analyze the operational challenges in hospital management. 3. Develop strategies for optimizing hospital operations and improving patient care. 4. Evaluate the impact of technology on hospital operations. 5. Assess the importance of quality management in hospital operations. 6. Implement best practices for managing hospital resources and logistics.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Hospital Operations Management: Definition, Nature, and Scope of Hospital Operations Management. Importance of Operations Management in Hospitals. Key Components of Hospital Operations. Role of Hospital Operations in Healthcare Delivery.
<b>Unit II</b>	Hospital Operational Challenges: Managing Patient Flow and Scheduling. Resource Allocation and Capacity Planning. Emergency and Critical Care Operations. Infection Control and Waste Management. Case Studies on Operational Challenges in Hospitals.
<b>Unit III</b>	Quality Management in Hospital Operations: Importance of Quality Management in Hospitals. Techniques and Methods for Quality Improvement. Accreditation and Standards in Healthcare. Patient Safety and Risk Management. Case Studies on Quality Management in Hospitals.
<b>Unit IV</b>	Technology and Innovation in Hospital Operations: Role of Information Technology in Hospital Operations. Electronic Health Records (EHR) and Health Information Systems. Telemedicine and Remote Patient Monitoring. Future Trends in Hospital Operations Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Langabeer, J.R., & Helton, J. - "Health Care Operations Management: A Systems Approach," Jones & Bartlett Learning, 2016. 2. McLaughlin, D.B., & Hays, J.M. - "Healthcare Operations Management," AUPHA/HAP, 2008. 3. Walshe, K., & Smith, J. - "Healthcare Management," McGraw-Hill Education, 2011. 4. Griffith, J.R., & White, K.R. - "The Well-Managed Healthcare Organization," Health Administration Press, 2016. 5. Zelman, W.N., McCue, M.J., Millikan, A.R., & Glick, N.D. - "Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts, and Applications," Wiley, 2014. 6. Carter, P. - "The Complete Guide to Healthcare Administration," Jossey-Bass, 2010.

<b>Online Resources</b>	Journal of Healthcare Management, International Journal of Health Care Quality Assurance, Health Care Management Review, Harvard Business Review, Journal of Operations Management
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<b>Course Nomenclature</b>	<b>Healthcare Quality &amp; Service Management</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: <ol style="list-style-type: none"> <li>1. Understand the principles and importance of healthcare quality and service management.</li> <li>2. Analyze the various dimensions of healthcare quality.</li> <li>3. Develop strategies to improve service quality in healthcare organizations.</li> <li>4. Evaluate the impact of regulatory and accreditation standards on healthcare quality.</li> <li>5. Assess the role of technology in enhancing healthcare service quality.</li> <li>6. Implement best practices for managing healthcare services to achieve patient satisfaction.</li> </ol>
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Healthcare Quality: Definition, Nature, and Scope of Healthcare Quality. Importance of Quality in Healthcare. Dimensions of Healthcare Quality: Structure, Process, and Outcome. Evolution of Quality Management in Healthcare.
<b>Unit II</b>	Quality Improvement Strategies: Techniques and Tools for Quality Improvement (Six Sigma, Lean, TQM, etc.). Patient Safety and Risk Management. Measuring and Monitoring Quality: Key Performance Indicators (KPIs), Balanced Scorecard. Case Studies on Quality Improvement in Healthcare.
<b>Unit III</b>	Regulatory and Accreditation Standards: Overview of Regulatory Requirements and Accreditation Standards in Healthcare (JCI, NABH, etc.). Impact of Regulations on Healthcare Quality. Compliance and Audit in Healthcare. Case Studies on Regulatory Compliance and Accreditation.
<b>Unit IV</b>	Service Management in Healthcare: Definition and Importance of Service Management in Healthcare. Strategies for Enhancing Patient Experience and Satisfaction. Role of Technology in Healthcare Service Management (Telemedicine, EHR, etc.). Future Trends in Healthcare Service Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.

<b>Text Books (Latest Editions)</b>	<ol style="list-style-type: none"> <li>1. McLaughlin, D.B., &amp; Kaluzny, A.D. - "Continuous Quality Improvement in Health Care," Jones &amp; Bartlett Learning, 2014.</li> <li>2. Ransom, E.R., Joshi, M.S., Nash, D.B., &amp; Ransom, S.B. - "The Healthcare Quality Book: Vision, Strategy, and Tools," Health Administration Press, 2013.</li> <li>3. Kelly, D.L. - "Applying Quality Management in Healthcare: A Systems Approach," Health Administration Press, 2017.</li> <li>4. Griffith, J.R., &amp; White, K.R. - "The Well-Managed Healthcare Organization," Health Administration Press, 2016.</li> <li>5. O'Donnell, J. - "Healthcare Service Management: Strategies for Achieving Quality Outcomes," Jossey-Bass, 2016.</li> <li>6. Zelman, W.N., McCue, M.J., Millikan, A.R., &amp; Glick, N.D. - "Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts, and Applications," Wiley, 2014.</li> </ol>
<b>Online Resources</b>	<p>Journal of Healthcare Management, International Journal of Health Care Quality Assurance, Health Care Management Review, Harvard Business Review, Journal of Operations Management</p>

<b>Course Nomenclature</b>	<b>Personal Care Strategies</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamentals and importance of personal care strategies. 2. Analyze consumer behavior and trends in the personal care industry. 3. Develop marketing strategies for personal care products. 4. Evaluate the impact of regulatory standards on personal care products. 5. Assess the role of innovation and technology in the personal care industry. 6. Implement best practices for product development and branding in personal care.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Personal Care Strategies: Definition, Nature, and Scope of Personal Care. Importance of Personal Care Strategies. Market Segmentation in Personal Care. Consumer Behavior and Trends.
<b>Unit II</b>	Marketing Strategies for Personal Care: Product Development and Branding. Pricing Strategies for Personal Care Products. Distribution Channels and Logistics. Promotion and Advertising Strategies.
<b>Unit III</b>	Regulatory Standards and Compliance: Overview of Regulatory Standards in Personal Care (FDA, ISO, etc.). Impact of Regulations on Product Development and Marketing. Compliance and Quality Assurance.
<b>Unit IV</b>	Innovation and Technology in Personal Care: Role of R&D in Personal Care. Use of Technology in Product Development. Sustainability and Eco-friendly Products. Future Trends in Personal Care.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Barel, A.O., Paye, M., & Maibach, H.I. - "Handbook of Cosmetic Science and Technology," CRC Press, 2014. 2. Chisnell, R.J. - "Cosmetics and Toiletries: Development, Production and Use," Elsevier, 2013. 3. Draelos, Z.D. - "Cosmetic Dermatology: Products and Procedures," Wiley-Blackwell, 2015. 4. Elsner, P., & Maibach, H.I. - "Cosmetics: Science and Technology," CRC Press, 2000. 5. Poucher, W.A. - "Poucher's Perfumes, Cosmetics and Soaps," Springer, 2000. 6. Sathyanarayana, D. - "Formulation of Cosmetics and Cosmetic Technology," CBS Publishers, 2019.
<b>Online Resources</b>	Journal of Cosmetic Science, International Journal of Cosmetic Science, Cosmetics & Toiletries, Personal Care Products Council, Harvard Business Review

<b>Course Nomenclature</b>	<b>Data Management &amp; Analytics</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamentals and importance of data management and analytics. 2. Analyze various data management techniques and tools. 3. Develop strategies for effective data governance and quality. 4. Evaluate the role of data analytics in business decision-making. 5. Assess the impact of big data and cloud computing on data management. 6. Implement best practices for data privacy and security.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Data Management: Definition, Nature, and Scope of Data Management. Importance of Data Management in Business. Data Lifecycle Management. Data Governance and Quality.
<b>Unit II</b>	Data Management Techniques and Tools: Data Warehousing and Data Mining. ETL Processes. Database Management Systems (DBMS). Big Data Technologies: Hadoop, Spark. Cloud Computing and Data Management.
<b>Unit III</b>	Data Analytics for Business Decision-Making: Descriptive, Predictive, and Prescriptive Analytics. Data Visualization Tools and Techniques. Business Intelligence (BI) Systems. Case Studies on Data Analytics.
<b>Unit IV</b>	Data Privacy and Security: Data Protection Regulations (GDPR, CCPA, etc.). Data Security Measures and Techniques. Ethical Issues in Data Management. Future Trends in Data Management and Analytics.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Davenport, T.H., & Harris, J.G. - "Competing on Analytics: The New Science of Winning," Harvard Business Review Press, 2017. 2. Provost, F., & Fawcett, T. - "Data Science for Business," O'Reilly Media, 2013. 3. Marr, B. - "Big Data in Practice," Wiley, 2016. 4. Russom, P. - "Data Management for Analytics," TDWI, 2017. 5. Chen, H., Chiang, R.H.L., & Storey, V.C. - "Business Intelligence and Analytics: From Big Data to Big Impact," MIS Quarterly, 2012. 6. Kelleher, J.D., & Tierney, B. - "Data Science," MIT Press, 2018.
<b>Online Resources</b>	Journal of Data Management, International Journal of Data Science and Analytics, Journal of Big Data, Harvard Business Review, Journal of Information Management

<b>Course Nomenclature</b>	<b>Machine Learning for Business</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the basic concepts and applications of machine learning in business. 2. Analyze different machine learning algorithms and their business applications. 3. Develop predictive models using machine learning techniques. 4. Evaluate the impact of machine learning on business processes and decision-making. 5. Assess the ethical and legal considerations in the use of machine learning. 6. Implement best practices for integrating machine learning into business strategies.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Machine Learning: Definition, Nature, and Scope of Machine Learning. Importance of Machine Learning in Business. Types of Machine Learning: Supervised, Unsupervised, Reinforcement Learning.
<b>Unit II</b>	Machine Learning Algorithms and Techniques: Regression Analysis, Classification, Clustering, Decision Trees, Neural Networks, Support Vector Machines. Case Studies on Machine Learning Applications in Business.
<b>Unit III</b>	Developing Predictive Models: Data Preprocessing and Feature Engineering. Model Training and Validation. Model Evaluation Metrics. Implementing Machine Learning Models in Business.
<b>Unit IV</b>	Ethical and Legal Considerations in Machine Learning: Data Privacy and Security. Ethical Issues in Machine Learning. Regulatory Compliance. Future Trends in Machine Learning for Business.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Mitchell, T.M. - "Machine Learning," McGraw-Hill Education, 1997. 2. Flach, P. - "Machine Learning: The Art and Science of Algorithms that Make Sense of Data," Cambridge University Press, 2012. 3. Hastie, T., Tibshirani, R., & Friedman, J. - "The Elements of Statistical Learning," Springer, 2009. 4. Alpaydin, E. - "Introduction to Machine Learning," MIT Press, 2020. 5. Géron, A. - "Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow," O'Reilly Media, 2019. 6. Shalev-Shwartz, S., & Ben-David, S. - "Understanding Machine Learning: From Theory to Algorithms," Cambridge University Press, 2014.
<b>Online Resources</b>	Journal of Machine Learning Research, Machine Learning Journal, International Journal of Machine Learning and Computing, Harvard Business Review, Journal of Artificial Intelligence Research

<b>Course Nomenclature</b>	<b>Statistical Methods for Decision Making</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamental concepts of statistical methods and their applications in decision making. 2. Analyze data using various statistical techniques. 3. Develop models for business decision making. 4. Evaluate the impact of statistical methods on business processes. 5. Assess the role of statistical software in decision making. 6. Implement best practices for using statistics in business strategy.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Statistical Methods: Definition, Nature, and Scope of Statistical Methods. Importance of Statistics in Decision Making. Types of Data and Data Collection Methods. Descriptive Statistics: Measures of Central Tendency and Dispersion.
<b>Unit II</b>	Inferential Statistics: Probability Theory and Distributions. Hypothesis Testing. Confidence Intervals. Regression Analysis and Correlation. Case Studies on Inferential Statistics in Business.
<b>Unit III</b>	Statistical Modelling for Decision Making: Time Series Analysis and Forecasting. Decision Trees and Bayesian Analysis. Optimization Techniques. Applications of Statistical Models in Business.
<b>Unit IV</b>	Statistical Software and Tools: Introduction to Statistical Software (R, SAS, SPSS, etc.). Data Analysis and Visualization Tools. Ethical Issues in Statistical Analysis. Future Trends in Statistical Methods for Decision Making.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Levin, R.I., Rubin, D.S., Stinson, J., & Gardner, P. - "Quantitative Approaches to Management," McGraw-Hill Education, 2012. 2. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D., & Cochran, J.J. - "Statistics for Business and Economics," Cengage Learning, 2019. 3. Keller, G. - "Statistics for Management and Economics," Cengage Learning, 2017. 4. Black, K. - "Business Statistics: For Contemporary Decision Making," Wiley, 2019. 5. Siegel, A.F. - "Practical Business Statistics," Academic Press, 2016. 6. McClave, J.T., Benson, P.G., & Sincich, T. - "Statistics for Business and Economics," Pearson Education, 2017.
<b>Online Resources</b>	Journal of Business & Economic Statistics, International Journal of Business Intelligence and Data Mining, Journal of Data Science, Harvard Business Review, Journal of Statistical Software



<b>Course Nomenclature</b>	<b>Behavioral Insights &amp; Consumer Analytics</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles of behavioral insights and their applications in consumer analytics. 2. Analyze consumer behavior using various analytical techniques. 3. Develop strategies to influence consumer decision-making. 4. Evaluate the impact of behavioral insights on marketing and business strategies. 5. Assess the role of technology in consumer analytics. 6. Implement best practices for using consumer analytics to drive business growth.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Behavioral Insights: Definition, Nature, and Scope of Behavioral Insights. Importance of Behavioral Insights in Business. Key Concepts in Behavioral Economics. Applications of Behavioral Insights in Marketing.
<b>Unit II</b>	Consumer Behavior Analysis: Understanding Consumer Psychology. Factors Influencing Consumer Behavior. Behavioral Research Methods. Segmentation, Targeting, and Positioning. Case Studies on Consumer Behavior Analysis.
<b>Unit III</b>	Consumer Analytics Techniques: Data Collection and Analysis Methods. Predictive Analytics and Consumer Modeling. Customer Lifetime Value Analysis. Applications of Machine Learning in Consumer Analytics.
<b>Unit IV</b>	Strategies and Applications: Developing Consumer-Centric Marketing Strategies. Personalization and Customer Experience Management. Ethical Issues in Consumer Analytics. Future Trends in Behavioral Insights and Consumer Analytics.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Kahneman, D. - "Thinking, Fast and Slow," Farrar, Straus and Giroux, 2011. 2. Thaler, R.H., & Sunstein, C.R. - "Nudge: Improving Decisions About Health, Wealth, and Happiness," Penguin Books, 2009. 3. Ariely, D. - "Predictably Irrational: The Hidden Forces That Shape Our Decisions," HarperCollins, 2008. 4. Cialdini, R.B. - "Influence: The Psychology of Persuasion," Harper Business, 2006. 5. Kotler, P., & Keller, K.L. - "Marketing Management," Pearson Education, 2016. 6. Jansen, B.J., Spink, A., & Taksa, I. - "Handbook of Research on Web Log Analysis," IGI Global, 2009.
<b>Online Resources</b>	Journal of Consumer Research, International Journal of Consumer Studies, Journal of Consumer Psychology, Harvard Business Review, Journal of Marketing Research

<b>Course Nomenclature</b>	<b>Digital Marketing Strategies &amp; Analytics</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamentals of digital marketing and its significance. 2. Analyze various digital marketing strategies and their applications. 3. Develop effective digital marketing campaigns. 4. Evaluate the role of analytics in measuring digital marketing success. 5. Assess the impact of social media on digital marketing. 6. Implement best practices for integrating digital marketing into business strategy.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Digital Marketing: Definition, Nature, and Scope of Digital Marketing. Importance of Digital Marketing in Business. Key Concepts and Terminologies. Evolution of Digital Marketing.
<b>Unit II</b>	Digital Marketing Strategies: Search Engine Optimization (SEO). Search Engine Marketing (SEM). Content Marketing. Social Media Marketing. Email Marketing. Mobile Marketing. Case Studies on Digital Marketing Strategies.
<b>Unit III</b>	Digital Marketing Analytics: Key Performance Indicators (KPIs) in Digital Marketing. Web Analytics Tools (Google Analytics, Adobe Analytics, etc.). Social Media Analytics. Conversion Rate Optimization (CRO). Case Studies on Digital Marketing Analytics.
<b>Unit IV</b>	Future Trends in Digital Marketing: Role of Artificial Intelligence and Machine Learning in Digital Marketing. Influencer Marketing. Video Marketing. Ethical Issues in Digital Marketing. Future Trends and Innovations in Digital Marketing.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Chaffey, D., & Ellis-Chadwick, F. - "Digital Marketing: Strategy, Implementation and Practice," Pearson Education, 2019. 2. Kotler, P., & Armstrong, G. - "Principles of Marketing," Pearson Education, 2017. 3. Ryan, D. - "Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation," Kogan Page, 2020. 4. Evans, D., & McKee, J. - "Social Media Marketing: The Next Generation of Business Engagement," Wiley, 2010. 5. Tuten, T.L., & Solomon, M.R. - "Social Media Marketing," Sage Publications, 2017. 6. Miller, M. - "Digital Marketing: Strategic Planning & Integration," Pearson Education, 2015.
<b>Online Resources</b>	Journal of Digital & Social Media Marketing, International Journal of Research in Marketing, Journal of Interactive Marketing, Harvard Business Review, Journal of Marketing Analytics

<b>Course Nomenclature</b>	<b>Marketing &amp; Strategic Insights</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamental concepts of marketing and strategic insights. 2. Analyze market trends and consumer behavior for strategic decision-making. 3. Develop marketing strategies based on strategic insights. 4. Evaluate the impact of competitive analysis on marketing strategies. 5. Assess the role of technology in gathering strategic marketing insights. 6. Implement best practices for integrating strategic insights into marketing plans.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Marketing and Strategic Insights: Definition, Nature, and Scope of Marketing. Importance of Strategic Insights in Marketing. Market Segmentation, Targeting, and Positioning (STP). Marketing Mix (4Ps and 7Ps).
<b>Unit II</b>	Market Research and Consumer Insights: Importance of Market Research. Data Collection Methods and Techniques. Analyzing Consumer Behavior. Tools and Techniques for Consumer Insights. Case Studies on Market Research.
<b>Unit III</b>	Competitive Analysis and Strategic Planning: Importance of Competitive Analysis. SWOT Analysis. PESTEL Analysis. Porter's Five Forces Model. Developing Strategic Marketing Plans. Case Studies on Strategic Planning.
<b>Unit IV</b>	Technology and Strategic Marketing: Role of Technology in Marketing. Use of Big Data and Analytics in Marketing. Marketing Automation Tools. Future Trends in Strategic Marketing. Ethical Issues in Marketing.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Kotler, P., & Keller, K.L. - "Marketing Management," Pearson Education, 2016. 2. Aaker, D.A., Kumar, V., Day, G.S., & Leone, R.P. - "Marketing Research," Wiley, 2017. 3. Walker, O.C., Mullins, J., & Boyd, H.W. - "Marketing Strategy: A Decision-Focused Approach," McGraw-Hill Education, 2017. 4. Best, R.J. - "Market-Based Management: Strategies for Growing Customer Value and Profitability," Pearson Education, 2012. 5. Hair, J.F., Celsi, M.W., Ortinau, D.J., & Bush, R.P. - "Essentials of Marketing Research," McGraw-Hill Education, 2016. 6. Winer, R.S., & Dhar, R. - "Marketing Management," Pearson Education, 2014.
<b>Online Resources</b>	Journal of Marketing Research, International Journal of Market Research, Journal of Strategic Marketing, Harvard Business Review, Journal of Marketing Insights

<b>Course Nomenclature</b>	<b>Digital Payment Systems</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamental concepts and significance of digital payment systems. 2. Analyze various types of digital payment systems and their applications. 3. Develop strategies for implementing digital payment systems in businesses. 4. Evaluate the impact of digital payments on financial transactions. 5. Assess the role of security and regulatory compliance in digital payments. 6. Implement best practices for managing digital payment systems.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Digital Payment Systems: Definition, Nature, and Scope of Digital Payments. Importance of Digital Payment Systems in Business. Types of Digital Payments: Credit/Debit Cards, Mobile Payments, E-Wallets, Cryptocurrencies.
<b>Unit II</b>	Infrastructure and Technologies: Digital Payment Infrastructure. Payment Gateways and Processors. Near Field Communication (NFC) and QR Codes. Blockchain and Cryptocurrencies. Case Studies on Digital Payment Technologies.
<b>Unit III</b>	Security and Regulatory Compliance: Security Challenges in Digital Payments. Encryption and Tokenization. Regulatory Framework for Digital Payments (PCI-DSS, GDPR, etc.). Risk Management in Digital Payments.
<b>Unit IV</b>	Future Trends in Digital Payments: Innovations in Digital Payment Systems. Impact of FinTech on Digital Payments. Mobile Banking and Peer-to-Peer Payments. Future Trends and Challenges in Digital Payments.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Tanenbaum, A.S., & Wetherall, D.J. - "Computer Networks," Pearson Education, 2014. 2. Laudon, K.C., & Traver, C.G. - "E-Commerce 2018: Business, Technology, Society," Pearson Education, 2018. 3. Chuen, D.L.K. - "Handbook of Digital Currency: Bitcoin, Innovation, Financial Instruments, and Big Data," Academic Press, 2015. 4. Krosinski, K., & Dahlberg, T. - "Introduction to Online Payments Risk Management," Springer, 2014. 5. Krosinski, K. - "Managing Risks in Online Payment Systems," Springer, 2015. 6. Reynolds, J. - "The Future of Payments: A Practical Guide to Emerging Payment Solutions," Wiley, 2020.
<b>Online Resources</b>	Journal of Payments Strategy & Systems, International Journal of Electronic Commerce, Journal of Financial Technology, Harvard Business Review, Journal of Digital Banking

<b>Course Nomenclature</b>	<b>Regulatory Technology (RegTech)</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamental concepts and significance of RegTech. 2. Analyze the various applications of RegTech in financial services. 3. Develop strategies for implementing RegTech solutions. 4. Evaluate the impact of RegTech on regulatory compliance and risk management. 5. Assess the role of technology in transforming regulatory processes. 6. Implement best practices for managing RegTech solutions.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to RegTech: Definition, Nature, and Scope of Regulatory Technology. Importance of RegTech in Financial Services. Key Concepts and Terminologies. Evolution of RegTech.
<b>Unit II</b>	Applications of RegTech: Risk Management Solutions. Compliance Monitoring and Reporting. Anti-Money Laundering (AML) and Fraud Detection. Regulatory Reporting and Data Management. Case Studies on RegTech Applications.
<b>Unit III</b>	Implementing RegTech Solutions: Developing and Integrating RegTech Solutions. Challenges and Best Practices in Implementation. Role of Artificial Intelligence and Machine Learning in RegTech. Cloud Computing and RegTech Solutions.
<b>Unit IV</b>	Future Trends in RegTech: Innovations and Emerging Technologies in RegTech. Impact of Blockchain on RegTech. Regulatory Sandboxes and Innovation Hubs. Ethical Issues in RegTech. Future Trends and Challenges in RegTech.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Zetzsche, D.A., Buckley, R.P., Arner, D.W., & Barberis, J.N. - "The RegTech Book," Wiley, 2019. 2. Taylor, E., & Ross, J. - "FinTech Law: A Guide to Technology Law in the Financial Services Industry," Bloomsbury Professional, 2018. 3. Arner, D.W., Barberis, J., & Buckley, R.P. - "FinTech, RegTech and the Reconceptualization of Financial Regulation," Northwestern Journal of International Law & Business, 2016. 4. Chuen, D.L.K., & Deng, R. - "Handbook of Blockchain, Digital Finance, and Inclusion," Academic Press, 2017. 5. Krosinski, K. - "Managing Risks in Online Payment Systems," Springer, 2015. 6. Schueffel, P. - "Taming the Beast: RegTech and its Applications in Financial Services," Palgrave Macmillan, 2019.
<b>Online Resources</b>	Journal of Financial Regulation and Compliance, International Journal of Disclosure and Governance, Journal of Risk and Compliance, Harvard Business Review, Journal of Financial Technology

<b>Course Nomenclature</b>	<b>Blockchain and Cryptocurrencies</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamental concepts of blockchain technology and cryptocurrencies. 2. Analyze the structure and functionality of blockchain systems. 3. Develop strategies for leveraging blockchain in various business applications. 4. Evaluate the economic and regulatory impact of cryptocurrencies. 5. Assess the role of blockchain in enhancing security and transparency. 6. Implement best practices for managing blockchain projects.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Blockchain Technology: Definition, Nature, and Scope of Blockchain. Importance of Blockchain in Business. Key Concepts and Terminologies. Evolution of Blockchain Technology.
<b>Unit II</b>	Cryptocurrencies and Digital Assets: Introduction to Cryptocurrencies. Bitcoin and Ethereum. Altcoins and Tokenomics. Initial Coin Offerings (ICOs) and Token Sales. Case Studies on Cryptocurrency Applications.
<b>Unit III</b>	Blockchain Applications and Use Cases: Blockchain in Finance (DeFi). Supply Chain Management. Healthcare and Identity Management. Smart Contracts and DApps. Case Studies on Blockchain Applications.
<b>Unit IV</b>	Regulatory and Security Considerations: Regulatory Landscape for Blockchain and Cryptocurrencies. Security Challenges in Blockchain. Privacy and Data Protection. Future Trends and Challenges in Blockchain and Cryptocurrencies.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Mougayar, W. - "The Business Blockchain," Wiley, 2016. 2. Narayanan, A., Bonneau, J., Felten, E., Miller, A., & Goldfeder, S. - "Bitcoin and Cryptocurrency Technologies," Princeton University Press, 2016. 3. Tapscott, D., & Tapscott, A. - "Blockchain Revolution," Portfolio, 2016. 4. Drescher, D. - "Blockchain Basics," Apress, 2017. 5. Antonopoulos, A.M. - "Mastering Bitcoin," O'Reilly Media, 2017. 6. Lewis, A. - "The Basics of Bitcoins and Blockchains," Mango, 2018.
<b>Online Resources</b>	Journal of Blockchain Research, International Journal of Blockchain and Cryptocurrency, Ledger Journal, Harvard Business Review, Journal of Digital Banking

<b>Course Nomenclature</b>	<b>E- BUSINESS</b>	
<b>Year/Semester</b>	<b>II/III</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Describe basic requirements of a commercial website along with risks associated with it.</li> <li>2. Explain digital token based electronic payment systems</li> <li>3. Determine various techniques that are used to protect data that floats over network.</li> <li>4. Identify Firewall Policies for Manager</li> <li>5. Discuss changing dynamics in banking and retail sector.</li> <li>6. Demonstrate infrastructure and challenges that are associated with mobile commerce</li> </ol>	
Unit I	Origin and need of E-Commerce. EC Features, Categories, Elements, Infrastructure and Framework. EC website and associated risks. Technical and non technical limitations of EC: Organization, Consumers and Society, Cyber Ethics, Recent Regulations on e-Commerce Platform.	
Unit II	Designing e-payment systems, Automated Clearing House, Electronic Cash, properties of e-cash, Electronic Cheques, cheque payment system on internet. Digital token based e-payment systems-Benefits to buyers & sellers, credit card, debit cards, smart cards and mobile payments. Risk and e-payment systems.	
Unit III	Types of online transactions, Concern for E-Business. Firewalls and Network Security: Types and policy. Transaction Security: Secret key encryption, Public key encryption. World Wide Web and security: Secure Socket Layer, Security and online web based banking.	
Unit IV	Mobile Commerce: Introduction to mobile commerce; Frame required for mobile computing; Challenges emerging in mobile commerce security considerations	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books	<ol style="list-style-type: none"> <li>1. Bhaskar, E-Commerce, Tata McGraw-Hill, 2008</li> <li>2. Krishnamurthy, E-Commerce Management: Text and Cases, Vikas Publications, 2012</li> <li>3. Laudon and Traver, E-Commerce: Business, Technology, Society, Pearson Education, 2015</li> <li>4. Greenstein and Feinman, Internet securities, 2011</li> </ol>

		5. Kalakota and Whinston, Frontiers of electronic commerce, Pearson Education, 2015 6. Kalakota, R., Electronic Commerce: A manager's guide, Pearson Education, 2015
➤	Online resources	International Journal of Electronic Business, International Journal of Electronic Business & Research

## Semester IV

<b>Course Nomenclature</b>	<b>PROJECT MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/IV</b>
Course Outcomes	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Define the concepts of Project Management for planning to execution of projects.</li> <li>2. Explain the feasibility analysis in Project Management and network analysis tools for cost and time estimation.</li> <li>3. Apply contemporary project management tools and methodologies in Indian context.</li> </ol>
	<ol style="list-style-type: none"> <li>4. Analyze project life cycle and learn how to build a successful project from pre-implementation to completion.</li> <li>5. Conclude the fundamentals of Contract Administration, Costing and Budgeting.</li> <li>6. Develop the skills for developing list the main activities and tasks of a project manager and consider phased development, prototype approaches or agile methods</li> </ol>
Unit I	Planning: overview, Concepts of Project, Importance of project management, Project life cycle, Forms of Project Organizations, Statement of Work, Work Breakdown structure, Role of IT in Project Management,
Unit II	Project Formulation, Project Feasibility, Analysis- Market, and Technical & Ecological, Social, Financial. Estimation of capital cost, estimating operating costs, Social cost benefit analysis –Rationale, concept of Shadow pricing, Consumer willingness to pay, value of foreign exchange, Shadow wage rate, Shadow discount rate. Financial planning and capital structure of project



Unit III	Project Investment decisions under conditions of uncertainty – Risk analysis in Investment decision, Financial appraisal Criteria- NPV, IRR. Pay back period, Time disparity, Capital rationing, Decision tree approach, Simulation Analysis Sensitivity Analysis.	
Unit IV	Project Control Measures, Networking Techniques –PERT & CPM Project Quality Management: Concept of project quality, TQM in projects Project Tracking, Audit, Ex-post Evaluation, Practical Approach: Preparation of Project/projection Report considering all point for presenting to financial institution and banks for financial support.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1. Bodie, Kane, “Marcus: Investment”, Tata McGraw Hill, New Delhi 2016. 2. Brigham E. F & Houston J.F., “Financial Management”, Thomson Publications, 9th edition, and Practices), Pearson Education, 2015. 3. Patel Bhavesh M, Project Management (Strategic Financial Planning, Evaluation & Control), Vikas Publishing House Pvt. Ltd. 2018. 4. Desai Vasant, Project Management, Himalaya Publishing House, 2011. 5. Clements James P., Gido Jack, Effective Project Management, Thomson South Western, 2017.
➤	Online resources	Website of IDBI Related to Project Finance. International Journal of Operations &
		Production Management, International Journal of Project Management, International Journal of Project Organization & Management

<b>Course Nomenclature</b>	<b>DATA COMMUNICATION AND NETWORKING</b>
<b>Year/Semester</b>	<b>II/ IV</b>

<b>Course Outcomes</b>	By the end of this course students will be able to:	
	<ol style="list-style-type: none"> <li>1. Identify the basic components of data communication system and various transmission modes.</li> <li>2. Demonstrate various channels of data transmission along with transmission impairments.</li> <li>3. Determine the practical implementation of networks and the devices that are associated with the networks.</li> <li>4. Categorize application areas of data communication and networking</li> <li>5. Assess switching and multiplexing techniques</li> <li>6. Assemble Basic and Hybrid Topologies for effective Data Communication</li> </ol>	
Unit I	Data V/s Information, Fundamentals of Data communication system Components of Data Communication, Signal and Data, Data Transmission modes- Simplex, Half Duplex and Full Duplex Modes, Line configuration point-to-point and multipoint.	
Unit II	Guided media-Twisted pair cable, Coaxial cable, Optical Fibre. Unguided media-Radio frequency allocation and terrestrial microwave, Transmission impairment. OSI Model-Layered architecture and functions of the layers.	
Unit III	Network criteria, Network applications, Repeaters, Bridges, Routers and Gateways. Network Topologies-Mesh, Star, Tree, Bus, Ring and Hybrid topologies, Circuit Switching, Categories of networks- LAN, WAN, MAN. Applications of Internet, Extranet and Intranet, Network Security Need	
Unit IV	Marketing & Sales, Financial Services, Manufacturing, EDI, Electronic messaging, Directory services, Tele-conferencing, Information Services, Cellular Communication and cable television, Digital Subscriber Line (DSL), Techniques of DSL, ISDN	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Andrew S. Tanenbaum, Computer Networks, Pearson, 2017</li> <li>2. Bagad V.S. &amp; I.A. Dhotre Data Communication &amp; Networking Technical Publications, 2009</li> <li>3. Jain, Data Communication &amp; Networking, BPB Publication, 2013</li> </ol>
		<ol style="list-style-type: none"> <li>4. Behrouza A Forouzan Data Communication &amp; Networking, Indian Edition, Tata McGraw-Hill, 2016</li> </ol>
➤	Online resources	International Journal for Computer network & Communication, Journal of Computer & System Sciences, International Journal of Computers & Applications

<b>Course Nomenclature</b>	<b>SECTORIAL PROJECT</b>	
<b>Year/Semester</b>	<b>II/IV</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Identify career alternatives prior to post graduation.</li> <li>2. Illustrate the practices and protocols of the particular Company and Industry.</li> <li>3. Show work habits and attitudes necessary for career.</li> <li>4. Characterize communication, interpersonal and other critical skills.</li> <li>5. Assess the performance of the organization on the basis of practical experience.</li> <li>6. Formulate policies or protocols for betterment of the organization on the basis of suggestions and recommendations.</li> </ol>	
	The students may be offered job position in a particular Industry and the student will get acquainted while working with that Industry Sector. Alternatively, if not selected, a student has to do the project work in an opted Industry Sector for 4 to 6 weeks, so that after completion of PG, he/she gets simulated Industry exposure in which the student wish to make his/her career.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

<b>Course Nomenclature</b>	<b>RETAIL MANAGEMENT</b>	
<b>Year/Semester</b>	<b>II/IV</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Evolution of Organized retail in India. Explain the various types of retailing formats</li> <li>2. Understand the concept of store planning and retail marketing mix</li> <li>3. Explain the STP approach in retail management.</li> <li>4. Describe customer relationship management and the various strategies adopted by retail industry.</li> <li>5. Explain the selection process in retail industry: recruitment, selection, training and compensation</li> <li>6. Describe retail store audit and self-assessment techniques</li> </ol>	

Unit I	Evolution of Retailing, Organized Retailing in India, Retail Store Formats: Store based, Non Store based and Service retailing. E- Retailing, Retail Sales Process, Innovative Retail Trends, Ethics in Retail: Importance and Ethical practice towards consumers.	
Unit II	Evaluation of Trading Area, Retail Store Location-Isolated location, Unplanned Business District, Neighborhood Business District, Planned Shopping Center. Retail Image Management-Store atmosphere, Store exteriors, Store layouts, Interior Display, Visual merchandising. Store Operations: POS (Point of Sale), Customer Service and Accommodation, Retail Floor and Shelf Management, Retail Accounting and Cash Management.	
Unit III	Merchandise Planning, Buying plans of retail stores. Marketing: STP approach, Positioning for Differentiation, Advertising, Sales Promotion, Public Relations & Publicity, Personal Selling, Retail Branding, Customer Relationship Management.	
Unit IV	Procurement, training and compensation. Retail audits: Objectives, Techniques and benefits of Audit Technology, Factors to be considered before implementing audit technology.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Newman &amp; Cullen, Retailing, Thomson South Western, 2018</li> <li>2. Dunna Lusche Griffith, Retailing , Thomson South Western, 2013</li> <li>3. Suja Nair, Retail Management, Himalaya Publishing House, 2009</li> <li>4. Pradhan Swapna, Retail Management, McGraw Hill, 2016</li> </ol>
➤	Online resources	International Journal of Retail Management & Research, Journal of Business & Retail Management Research

<b>Course Nomenclature</b>	<b>SALES AND DISTRIBUTION MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Course Outcomes</b>	By the end of this course students will be able to:

	<ol style="list-style-type: none"> <li>1. Describe the concepts of Sales management, personal selling and its theories.</li> <li>2. Explain the process of Recruitment, Motivation and Compensation of sales force.</li> <li>3. Characterize the fundamentals of wholesale and retailing and its recent trends.</li> <li>4. Express the knowledge about Sales Territory, Sales Quota and Sales Budgeting.</li> <li>5. Assess the insights about distributor's policies and strategies.</li> <li>6. Prepare the components of Logistics in context to India.</li> </ol>	
Unit I	Introduction to sales management, Selling as a part of marketing , Personal Selling: Meaning, characteristics, Process and Importance, Types of Sales Jobs; Theories of Personal Selling; Sales Organizations: types of sales organizations. An overview of wholesale and retailing. Recent Trends in Retailing	
Unit II	Recruitment, selection & Training of Sales personnel. Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation- Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process.	
Unit III	Sales Territory: meaning, size, designing; Sales Quota: procedure for sales quota, Types of sales quota, Methods of setting sales quota. Sales Budgeting	
Unit IV	Types, importance and distributor's policies and strategies, distributors' selections and appointment; Channel conflicts and resolutions; Physical Distribution System: Components of logistics: inventory, warehouse management, and transportation; Different Modes of Transport in India.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Still, Richard R., Cundiff, Edward W. &amp; Govoni, Norman; Sales Management - Decision, Strategies and Cases; Pearson Education/Prentice Hall of India; New Delhi 2019</li> <li>2. Dalrymple, Douglas J.; Cron, William L. &amp; Decarlo, Thomas; Sales Management; John Wiley &amp; Sons (Asia) Pvt. Ltd; New Delhi 2014.</li> <li>3. Spiro, Stanton and Rich: Management of Sales Force, Tata McGraw Hill, New Delhi 2015</li> <li>4. Panda and Sahadev, Sales and Distribution Management: Oxford University Press, 2015</li> <li>5. Chunawalla, S.A. Sales and Distribution Management, Himalaya Publishing House 2014</li> </ol>
➤	Online resources	Journal of Marketing Management, International Journal of Marketing Management

<b>Course Nomenclature</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Learning Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Describe the benefits of CRM and CRM models in present competitive scenario.</li> <li>2. Explain the conceptual foundation of Relationship Marketing, Customer loyalty management, Service quality management and complaint handling process.</li> <li>3. Choose programs and strategies that can be applied for enhancing customer relationship management in an organization.</li> <li>4. Analyse the steps involved in CRM project planning and implementation and compare CRM &amp; e-CRM.</li> <li>5. Evaluate the application of CRM strategies in different sectors.</li> <li>6. Integrate CRM in Services and CRM in B 2 B Commerce.</li> </ol>
Unit I	CRM- Definition, Evolution and Benefits and levels, Privacy and Ethics in CRM. Customer relationship framework, Customer Satisfaction and Profit chain, CRM Model, Managing Customer Life Cycle, Customer Retention – Strategies and Sequences in Retention Process.

Unit II	Conceptual and theoretical foundations of Relationship Marketing, Extending the concept of Relationship to achieve competitive advantage, Customer Value Creation, Customer loyalty management, Enterprise Marketing Management, Service quality management, Relationship Quality, Managing Service recovery programs and Complaint Handling.	
Unit III	CRM project Planning and Implementation, CRM Metrics Introduction to e-CRM: Architecture, features and functions. Difference between CRM & e-CRM; e-CRM strategy. Eight building blocks and Perils of CRM.	
Unit IV	CRM in Services (Hospitality, Health-Care, Telecom, Retail, Financial services etc.), CRM in B 2 B Commerce. CRM in Mass Markets	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1. Buttle. Francis, Customer Relationship Management, Elsevier Butterworth Heinemann, 2011 2. Makkar. Urvashi, Makkar Kumar. Harinder, CRM, Tata McGraw Hill, 2015. 3. Roger J. Baran, Robert J. Galka, Daniel P. Strunk, Customer Relationship Management, Cengage Learning, 2018. 4. Seth, Jagdish N., Customer Relationship
		Marketing, Tata McGraw Hill, 2011. 5. Kaushik Mukherjee, CRM, Prentice Hall of India Private Limited, New Delhi, 2018
➤	Online resources	International Journal of Customer Relationship Marketing & Management, Journal of Relationship Marketing, International Journal of Business and Social Science

<b>Course Nomenclature</b>	<b>INTEGRATED MARKETING COMMUNICATION</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Describe the concept and importance of integrated marketing communication.</li> <li>2. Summarize the factors affecting message and media strategy.</li> <li>3. Determine the functions of Ad agency and methods compensation for Ad agency.</li> <li>4. Contrast the inter-relationship between different elements of promotion-mix.</li> <li>5. Assess various techniques of Sales Promotion and Public Relation.</li> <li>6. Integrate the knowledge about Ethics and Social Responsibility in IMC.</li> </ol>

Unit I	Concept and Process of Integrated Marketing Communications (IMC): Elements of IMC & Developing respective communication campaign The Promotion Mix, Role of IMC in marketing process. Evolution and Importance of Integrated Marketing Communication, Economic and Creative justification of marketing communications.	
Unit II	Concept of STP, Identification of the target audience, Establishment of Marketing Communications objectives, Setting Marketing Communication Budget, Organizing for Marketing Communications: Role of Ad Agencies and other Marketing Communication organizations, Client Agency Relationship.	
Unit III	IMC Message Design: 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. Considerations for creative idea Visualization. Media Management – Media Process – Media Jargons – Media Buying – Strategies and execution Suppliers in IMC: Hoarding Contractors/Printers etc., Advertisement Agency – Departments of Ad Agency, Methods of compensation. Client Servicing-client Agency relationship	
Unit IV	Below the line Communications, Sales Promotion, Public Relation, Event management, Publicity, Corporate Advertising, Direct Marketing, Personal Selling. Measuring the effectiveness of all Promotional tools and IMC. Ethics and social responsibility in IMC.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1. Paul Smith, Paul Russell Smith & Chris Berry, Strategic Marketing Communications: New Ways to Build Communications, Kogan Page Ltd., 2012. 2. Jonathan Taylor, Paul Russell Smith, Marketing Communications: An Integrated Approach, Kogan Page Ltd., 2014. 3. Larry. Percy, Strategic Integrated Marketing Communications, Butterworth Heinemann/Elsevier, 2014. 4. Duncan. Tom, Principles of Advertising & Integrated Marketing Communication, Tata McGraw Hill, 2015.
➤	Online resources	International Journal of Customer Relationship Marketing & Management, International Journal of Internet marketing & Advertising



<b>Course Nomenclature</b>	<b>TRAINING AND DEVELOPMENT</b>	
<b>Year/Semester</b>	<b>II/IV</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Describe the conceptual, importance objectives of Training and Development of employees.</li> <li>2. Explain the steps and levels involved in designing and implementing Training Program for the employees.</li> <li>3. Determine the methods and techniques of training for designing a training module.</li> <li>4. Classify types of trainer &amp; training institutions, training styles, skills of an effective trainer, types of trainees.</li> <li>5. Justify training effectiveness and types of Evaluation techniques in an organization.</li> <li>6. Develop knowledge about emerging trends in training and development.</li> </ol>	
Unit I	Training & Development: Concept, Objectives, Importance and Limitations. Training needs Assessment: Concept, Objectives, Levels and Process; Training Design and Administration.	
Unit II	Trainer Identification, Methods and Techniques of Training, Designing a Training Module, Cross Cultural Leadership, Training the Trainer, Training methods, techniques and audio visual aids. Transfer of Training: implementation of the training programme.	
Unit III	Types of Trainer & Training Institutions, Training styles, Skills of an Effective Trainer, Role of Trainer as a Change Agent, Management Development Programme: Concept, Objectives, Importance, Process and Methods. Types of Trainees. Use of Psychometric Tests in Training.	
Unit IV	Training evaluation: Measuring training effectiveness and impact, Types of Evaluation techniques, Training and Development in India. Brief Introduction of Skill Councils under Skill Development program of India. Emerging trends in Training and Development	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), <a href="https://www.istd.co.in/">https://www.istd.co.in/</a> , E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1. Bhattacharya, Deepak, Training and Development: Theories and Applications, Sage Publications, 2015.

		<p>2. Agochia, D. Every Trainer's Handbook, Sage Publications, 2014.</p> <p>3. Bhatia, S.K. Training and Development: Concepts and Practices, Jain Book Agency, 2014.</p> <p>4. Reddy, B. R. Effective Human Resource Training &amp; Development, Himalaya Publishing House, 2018.</p> <p>5. Blanchard, N.P., Thacker, W.J. R. &amp; Ram, V.A. Effective Training: Systems, Strategies and Practices, Pearson, 2013.</p> <p>5. Raymond, A. N. Employee Training and Development, Mc Graw Hill, 2019.</p>
➤	Online resources	Human Resource Management Review, Journal of Human Resource Management ( <a href="http://www.jhrm.eu">www.jhrm.eu</a> ), International Journal of Training and Development-Wiley

<b>Course Nomenclature</b>	<b>INTERNATIONAL HUMAN RESOURCE</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Course</b>	By the end of this course students will be able to:
<b>Outcomes</b>	<ol style="list-style-type: none"> <li>1. Enumerate the different approaches to International Human Resource Management</li> <li>2. Explain the role of an expatriate and non-expatriate</li> <li>3. Determine the key components of an international compensation program</li> <li>4. Characterize the factors affecting international compensation</li> <li>5. Appraise Career Development of Expatriates</li> <li>6. Develop the strategic approach in Cultural diversity management</li> </ol>
Unit I	Broad overview of IHRM, Domestic and International HRM, control mechanisms and mode of operations. Approaches to international staffing: recruitment and selection of home, host and third country nationals, different approaches to International Human Resource Management, transferring staff for international business activities, the role of an expatriate and non-expatriate.
Unit II	Objectives and approaches to international compensation, key components of an international compensation program, factors affecting international compensation, performance management of international personnel.

Unit III	Training and development in international context: types of expatriate training: Home Country National's training, Career Development of Expatriates, repatriate training and its significance, International Labour Relations: Key issues, response of labour unions to MNCs.	
Unit IV	Cross Cultural values Mapping cultural differences: Hofstede Model, Hall's study, Kluckhohn- Strodtbeck model, cross-cultural communications Behaviour, Cross-Cultural Negotiations, IHRCCM-Trends & future challenges. Cultural diversities in global firm: definition, advantages and problems of diversified work force, strategies for managing diversity, Diversity management –concept, strategic approach in Cultural diversity management ,aspects of diversity management, steps for managing cultural diversity.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Dowling Peter J., Marion Festing and Engle Allen D., International HR and Cross Cultural Management, ThomsonPublishers, 2018</li> <li>2. Branine Mohamed, Managing Across Cultures, SAGE Publications Ltd., 2015</li> <li>3. Harzing Anne-Wil and PinningtonAshly, International Human Resource Management, SAGE Publications Ltd. 2016</li> <li>4. Rao P. Subba , International Human Resource Management, Himalaya Publishing House Pvt. Ltd.,2017</li> <li>5. TayebMonir H. , International Human</li> </ol>
		<p>Resource Management: A Multinational Company Perspective, Oxford University Press, 2018</p> <ol style="list-style-type: none"> <li>6. BriscGE, D., Schuler, R., &amp;Tarique, I. International human resource management: Policies and practices for multinational enterprises. Routledge.</li> </ol>
➤	Online resources	IOSR Journal of Business & Management ( <a href="http://www.iosrjournals.org/iosr-jbm.html">http://www.iosrjournals.org/iosr-jbm.html</a> ) Journal of Human Resource Management The International Journal of Human Resource

<b>Course Nomenclature</b>	<b>COMPENSATION AND PERFORMANCE MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Tell about the concept of Strategic compensation and Compensation Policies.</li> <li>2. Explain the concept and process of Performance Measurement and Appraisal.</li> <li>3. Sketch about the prerequisites and process of Performance Management.</li> <li>4. Infer different types of Compensation Plans and Strategies.</li> <li>5. Argue the different approaches and tools to identify the competencies of the employees.</li> <li>6. Develop the knowledge about determining Compensation and Government Regulations pertaining to Compensation.</li> </ol>
Unit I	Compensation Management: Concept, Objectives and Importance, Wages and Salary Administration at Macro (National) Level: Wage Policy, Institutional Mechanisms for Wage Determination; Pay Commission, Wage Boards, Public Sector Pay Revision. Factors influencing Compensation Management;, Role of various parties – Employees, Employers, Unions & Government in Compensation Management, Significant Compensation Issues.
Unit II	Basic plans – Time wage, Piece wage, Incentives; Perquisites, Bonuses, Employee Stock Option Plans & Gain Sharing Team based reward system, Executive compensation Strategies – elements of executive compensation and its management – Executive compensation in an international context, 3- P Approach to Compensation, Compensation as a retention strategy. Compensation Policies.
Unit III	Need of performance planning , Planning Individual Performance, Principles of Measurement ; Classification of Performance Measures, Measurement issues; Approaches and tools to measure organizational performance,
	Traditional and modern performance appraisal methods. Ethics in Performance Appraisal.

Unit IV	Introduction and Approaches to Competency Analysis, Competency mapping; Competency versus performance appraisal, Different tools to identify the competencies of the employees.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Performance Management: Concepts and Cases, The ICFAI University Press, 2015.</li> <li>2. Milkovich &amp; Newman. Compensation Management, Tata Mc Graw Hill, 2014</li> <li>3. Martocchio, Joseph J, Strategic Compensation, 3rd Edition, Pearson Education, 2014.</li> <li>4. Singh, BD, Compensation &amp; Reward Management, Excel Books, 2017.</li> <li>5. Anderson, Richard I, Compensation Management in Knowledge based World, 10th edition, Pearson Education, 2009</li> <li>6. Sharma, R, C., Sulabh, S., Compensation Management, Sage Texts, 2019</li> </ol>
➤	Online resources	<p>Journal of Human Resource Management, Human Resource Management Journal  <a href="https://www.arcjournals.org/pdfs/ijmsr/v2-i9/13.pdf">https://www.arcjournals.org/pdfs/ijmsr/v2-i9/13.pdf</a>  <a href="https://journals.sagepub.com/doi/abs/10.1177/0886368719860673?journalCode=cbrb">journals.sagepub.com/doi/abs/10.1177/0886368719860673?journalCode=cbrb</a></p>

<b>Course Nomenclature</b>	<b>COMPETENCY MAPPING AND TALENT MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Discuss the concept of Competency Mapping.</li> <li>2. Explain the process and prerequisites of Competency Mapping.</li> <li>3. Use various tools and techniques of Competency Assessment.</li> <li>4. Determine the development and usage of Competency Models.</li> <li>5. Conclude the importance and impact of Talent management.</li> <li>6. Integrate various methods of Competency Assessment.</li> </ol>

Unit I	Concept and definition of Role and competency, Characteristics of competency, historical development, Competency versus competence, Performance versus competency; Skills versus competency, behavior indicators, Types of competencies – generic/specific, threshold/performance, and differentiating and technical, managerial and human	
Unit II	Performance criteria, Sampling criteria, tools for data collection, data analysis, validating the competency models, short cut method, mapping future jobs and single incumbent jobs, using competency profiles in HR decisions and Methods of data collection for mapping	
Unit III	Identification of Role competencies, elemental competencies, assessment center, Design of assessment center, Use of psychometric testing in assessment center, 360 degree feedback, potential appraisal through assessment center, other methods of competency assessment: Role plays, Case study, Structured Experiences, Simulations, Business Games	
Unit IV	Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models. Strategies for managing & retaining talent. Key principles involved in managing talent. Role of Talent Management in Building Sustainable Competitive Advantage to an Organization Knowledge management in organizations, Building Blocks for Talent Management	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Ganesh Shermon ,Competency Based HRM, , Tata McGraw Hill, 1st Edition, 2004</li> <li>2. Sangvi, Seema A handbook of Competency mapping – , Response Books, 2012</li> <li>3. Sharma, Radha R Competency Mapping and assessment Centers, Tata McGraw Hill, 2011</li> <li>4. Sanghi, Seema, The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations- Sage Publications Pvt. Ltd, 2016</li> <li>5. Padosh, S., Talent and Competency Management, Himalaya Publishing House, 2018</li> </ol>

➤	Online resources	Human Resource Management Research, Open Journal of Human Resource Management  indianresearchjournals.com/pdf/IJSSIR/2012/November/14.pdf  <a href="https://www.iupindia.in/109/IJMR_Compentency_Mapping_85.html">https://www.iupindia.in/109/IJMR_Compentency_Mapping_85.html</a>  International Journal of Scientific & Engineering Research
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<b>Course Nomenclature</b>	<b>MANAGEMENT OF FINANCIAL SERVICES &amp; INSTITUTIONS</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Describe the structure and regulation of the financial services industry.</li> <li>2. Demonstrate knowledge of a broad spectrum of financial products and competence in measuring risk exposures of financial institutions.</li> <li>3. Apply critical thinking, analytical and problem solving skills in the context of methods of measuring and managing risks faced by financial intermediaries.</li> <li>4. Contrast on the structure of Mutual Fund and venture capital organizations.</li> <li>5. Conclude the off-balance-sheet activities of financial institutions.</li> <li>6. Synthesize the working and significance of credit rating agencies.</li> </ol>
Unit I	Financial Systems: The structure of the financial system, functions of the financial system, money and capital market, new issue market. Public Provident Fund, National Pension Scheme, Post Office Saving Scheme, RBI Bonds, State Bonds. Types of financial services; Risk Management in financialservices.
Unit II	Investment and Merchant Banking; Book Building; Development of Leasing and Hire Purchase, Types of Leasing, Leasing in India. Micro Finance.
Unit III	Mutual funds- Origin of the funds and types of funds, Plastic money: credit, debit and smart cards, Venture Capital: Concept, Process, limitations & Agencies

Unit IV	Security Exchange Board of India, Stock Exchanges, Stock Holding Corporation of India, Discount and Finance House of India, Credit Rating: Concept, Types & Agencies, Housing Finance, Securitization of debt: Introduction, Mechanism and process of Securitization, Asset Reconstruction Companies, Participants in securitization and their roles	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1. Paul Justin, Suresh Padmalatha, Management of Banking and Financial Services, Pearson, 2017. 2. Bhatia B.S. and Batra G.S., Management of Financial Services, Deep & Deep Publications Pvt. Ltd., 2015. 3. Gomez Clifford, Financial Markets, Institutions and Financial Services, PHI learning private Ltd., 2016
		4. Gurusamy- Financial Services, Tata McGraw Hill Education Pvt. Ltd., 2014 5. Saha, Siddhartha Sankar, Indian Financial System: Financial Markets, Institutions and Services, Tata McGraw Hill Education Pvt. Ltd., 2020
➤	Online resources	Arabian Journal of Business and Management Review, International Journal of Accounting Research, Journal of Internet Banking & Commerce, Journal of Stock & Forex Trading

<b>Course Nomenclature</b>	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>1. Define the international monetary system and the foreign exchange markets</li> <li>2. Explain Balance of Payments (BOP) data and determine its implications for international competition.</li> <li>3. Apply knowledge of derivatives to risk management in international financial markets.</li> <li>4. Analyse how interest rate risk affects financial decision making in the international business arena.</li> <li>5. Classify different instruments in international financial market and Remember different International Financial Institutions working at international level.</li> <li>6. Build Exchange Rate Mechanism and foreign exchange market.</li> </ol>



Unit I	International Finance: Nature, Scope and Objectives, Domestic V/s International Financial Management, Methods of International Investment-Direct and Indirect Investment, Balance of Payment and its approaches. Finance function in global business scenario.	
Unit II	Overview of Foreign Exchange Market, Spot and Forward Exchange Rates. Theories of Exchange Rates, Exchange Rate Determination in spot and forward market, Exchange Risk and exposures. Types of risk: Economic, transaction and translation	
Unit III	Multinational Working Capital Requirements, Multinational Capital Budgeting. Optimum financial structure and MNC ,International Merger & Acquisition	
Unit IV	International Monetary System- Components and Importance, Main Instruments of International Capital Market- Equity Market, Debt Market. Eurocurrency market, Forming Optimum International Portfolio Return and	
	Risk in International Investments. International Financial Institutions- IMF, IBRD (World Bank), IFC, IDA and ADB. FDI, Factors Affecting Foreign Direct Investment Decisions.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1.Apte, P.G. International Financial Management, Tata McGraw Hill,2015 2.Eiteman K. David, Stone hill I. Arthur and Moffett H. Michael, Multinational Business Finance, Pearson, 2014 3.Madura Jeff, International Corporate Finance, Cengage Learning, International Education, 2014 4.Sharan,Vyuptakesh, International Financial Management, Prentice Hall, 2013 5.Siddaiah, Thummuluri. International Financial Management, Pearson, 2010
➤	Online resources	Journal of International Financial Management & Accounting, Journal of Multinational Financial Management, International Journal of Financial Management

<b>Course Nomenclature</b>	<b>CORPORATE TAX MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/IV</b>

<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Enumerate the basic concept of tax and its applicability</li> <li>2. Interpret residential status of assesses and incomes exempted from tax</li> <li>3. Compute income from different sources under Income Tax Act 1961</li> <li>4. Categorize various deductions for minimizing the corporate tax liability.</li> <li>5. Assess total taxable income of company and tax under MAT provisions.</li> <li>6. Synthesize Goods and Service Tax and its impact on the existing taxation system.</li> </ol>
Unit I	Overview of tax structure, Residential status, Income from Salary, Income from House Property. Income from Business & Profession
Unit II	Income from Capital Gain, Income from Other Sources, Exempted incomes U/s 10, 10 AA, 10 AB, 10B and 54 to 54F Deductions of Section 80 related to companies.

Unit III	Marginal Relief, Advance payment of tax. Minimum Alternate Tax. Computation of taxable income of company and co-operative societies, tax rates and tax liabilities.	
Unit IV	GST: Introduction of GST, Need of GST, Important Definitions, Exempted goods and services and Tax Calculation Under GST	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Singhania, Monica and Singhania, K., Dr. Vinod, Student's Guide to Income Tax 2022-23, Taxmann Publications Private Limited, 2021</li> <li>2. Ahuja, Girish and Gupta, Ravi, Income Tax, Service Tax &amp; VAT, Bharat Law House, 2022</li> <li>3. Singhania, Dr. V. K. and Singhania, Dr. Kapil, Direct Taxes - Law &amp; Practice, Taxmann Publications Pvt. Limited, 2022</li> <li>4. Jain, Khandelwal, Pareek, Shah and Mangal, Income Tax, Ramesh Book Depot, 2022</li> <li>5. Singhania, K., Dr. Vinod and Singhania, Monica, Corporate Tax Planning &amp; Business Tax Procedures with Case Studies, Taxmann Publications Private Limited, 2021</li> </ol>
➤	Online resources	Journal of International Accounting, Auditing and Taxation, Journal of Tax Administration, Journal of Tax Reform, International Journal of Accounting and Taxation

<b>Course Nomenclature</b>	<b>Logistics Infrastructure Management</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and practices of logistics infrastructure management. 2. Analyze the components and functions of logistics infrastructure. 3. Develop strategies for optimizing logistics infrastructure. 4. Evaluate the impact of technology on logistics infrastructure. 5. Assess the role of logistics infrastructure in supply chain management. 6. Implement best practices for managing logistics infrastructure and facilities.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Logistics Infrastructure Management: Definition, Nature, and Scope of Logistics Infrastructure. Importance of Logistics Infrastructure in Supply Chain. Components of Logistics Infrastructure: Warehouses, Transportation Networks, Ports, Airports, etc.
<b>Unit II</b>	Infrastructure Planning and Design: Logistics Infrastructure Planning. Design and Layout of Logistics Facilities. Site Selection and Facility Location. Case Studies on Infrastructure Planning and Design.
<b>Unit III</b>	Technology and Automation in Logistics Infrastructure: Role of Technology in Logistics Infrastructure. Automation and Robotics in Warehousing. Internet of Things (IoT) and Smart Logistics. Future Trends in Logistics Infrastructure Management.
<b>Unit IV</b>	Logistics Infrastructure and Supply Chain Management: Integration of Logistics Infrastructure in Supply Chain. Performance Measurement of Logistics Infrastructure. Sustainable Logistics Infrastructure. Case Studies on Successful Logistics Infrastructure Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Bowersox, D.J., Closs, D.J., & Cooper, M.B. - "Supply Chain Logistics Management," McGraw-Hill Education, 2013. 2. Coyle, J.J., Langley, C.J., Novack, R.A., & Gibson, B.J. - "Supply Chain Management: A Logistics Perspective," Cengage Learning, 2016. 3. Chopra, S., & Meindl, P. - "Supply Chain Management: Strategy, Planning, and Operation," Pearson Education, 2019. 4. Ballou, R.H. - "Business Logistics/Supply Chain Management," Pearson Education, 2004. 5. Ghiani, G., Laporte, G., & Musmanno, R. - "Introduction to Logistics Systems Management," Wiley, 2013. 6. Rushton, A., Croucher, P., & Baker, P. - "The Handbook of Logistics and Distribution Management," Kogan Page, 2017.
<b>Online Resources</b>	Journal of Business Logistics, International Journal of Logistics Management, Supply Chain Management Review, Harvard Business Review, Journal of Supply Chain Management

<b>Course Nomenclature</b>	<b>Multimodal Transport &amp; Containerization</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and practices of multimodal transport and containerization. 2. Analyze the components and functions of multimodal transport systems. 3. Develop strategies for optimizing multimodal transport operations. 4. Evaluate the impact of containerization on global trade and logistics. 5. Assess the role of technology in multimodal transport and containerization. 6. Implement best practices for managing multimodal transport and container logistics.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Multimodal Transport: Definition, Nature, and Scope of Multimodal Transport. Importance of Multimodal Transport in Global Trade. Components of Multimodal Transport Systems: Road, Rail, Sea, Air.
<b>Unit II</b>	Containerization and Its Impact: History and Evolution of Containerization. Types of Containers and Their Uses. Impact of Containerization on Global Trade and Logistics. Case Studies on Containerization.
<b>Unit III</b>	Multimodal Transport Operations: Planning and Coordination of Multimodal Transport. Challenges in Multimodal Transport. Role of Ports and Terminals in Multimodal Transport. Performance Measurement of Multimodal Transport Operations.
<b>Unit IV</b>	Technology and Future Trends in Multimodal Transport: Role of Technology in Multimodal Transport. Digitalization and Automation in Container Logistics. Sustainable Multimodal Transport. Future Trends in Multimodal Transport and Containerization.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Stopford, M. - "Maritime Economics," Routledge, 2009. 2. Wood, D.F., Barone, A., Murphy, P.R., & Wardlow, D.L. - "International Logistics," Springer, 2014. 3. Rodrigue, J.-P., Comtois, C., & Slack, B. - "The Geography of Transport Systems," Routledge, 2016. 4. Branch, A.E. - "Elements of Shipping," Routledge, 2014. 5. Notteboom, T., & Rodrigue, J.-P. - "Ports, Cities, and Global Supply Chains," Routledge, 2017. 6. Lun, Y.H.V., Lai, K.-H., & Cheng, T.C.E. - "Shipping and Logistics Management," Springer, 2010.
<b>Online Resources</b>	Journal of Transport Geography, International Journal of Shipping and Transport Logistics, Journal of Maritime Policy & Management, Harvard Business Review, Journal of Supply Chain Management

<b>Course Nomenclature</b>	<b>Procurement &amp; Strategic Sourcing</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and practices of procurement and strategic sourcing. 2. Analyze the procurement process and its impact on supply chain management. 3. Develop strategies for effective sourcing and supplier management. 4. Evaluate the role of technology in procurement and strategic sourcing. 5. Assess the importance of ethical and sustainable procurement practices. 6. Implement best practices for managing procurement and sourcing activities.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Procurement and Strategic Sourcing: Definition, Nature, and Scope of Procurement. Importance of Procurement in Supply Chain Management. Procurement Process and Framework.
<b>Unit II</b>	Sourcing and Supplier Management: Developing Sourcing Strategies. Supplier Selection and Evaluation. Supplier Relationship Management. Case Studies on Strategic Sourcing.
<b>Unit III</b>	Technology in Procurement and Sourcing: Role of Technology in Procurement. E-Procurement Systems. Blockchain in Procurement. Future Trends in Technology for Procurement and Sourcing.
<b>Unit IV</b>	Ethical and Sustainable Procurement: Ethical Issues in Procurement. Sustainable Procurement Practices. Regulatory Compliance in Procurement. Future Trends in Ethical and Sustainable Procurement.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Lysons, K., & Farrington, B. - "Procurement and Supply Chain Management," Pearson Education, 2016. 2. Monczka, R.M., Handfield, R.B., Giunipero, L.C., & Patterson, J.L. - "Purchasing and Supply Chain Management," Cengage Learning, 2015. 3. Baily, P., Farmer, D., Crocker, B., Jessop, D., & Jones, D. - "Procurement Principles and Management," Pearson Education, 2015. 4. Burt, D.N., Petcavage, S.D., & Pinkerton, R.L. - "Supply Management," McGraw-Hill Education, 2010. 5. Sollish, F., & Semanik, J. - "Strategic Global Sourcing Best Practices," Wiley, 2011. 6. van Weele, A.J. - "Purchasing and Supply Chain Management," Cengage Learning, 2014.
<b>Online Resources</b>	Journal of Supply Chain Management, International Journal of Procurement Management, Journal of Purchasing and Supply Management, Harvard Business Review, Journal of Business Logistics

<b>Course Nomenclature</b>	<b>Healthcare Safety &amp; Risk Management</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and practices of healthcare safety and risk management. 2. Analyze the various types of risks in healthcare settings. 3. Develop strategies for managing healthcare risks and ensuring patient safety. 4. Evaluate the role of regulatory frameworks in healthcare safety. 5. Assess the impact of technology on healthcare safety and risk management. 6. Implement best practices for managing healthcare safety and risk.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Healthcare Safety and Risk Management: Definition, Nature, and Scope of Healthcare Safety and Risk Management. Importance of Safety and Risk Management in Healthcare. Types of Risks in Healthcare Settings.
<b>Unit II</b>	Risk Management Strategies: Identifying and Assessing Risks in Healthcare. Developing Risk Management Plans. Implementing Risk Mitigation Strategies. Case Studies on Healthcare Risk Management.
<b>Unit III</b>	Regulatory Frameworks and Patient Safety: Overview of Regulatory Frameworks in Healthcare (JCI, NABH, etc.). Patient Safety Standards and Protocols. Compliance and Audit in Healthcare.
<b>Unit IV</b>	Technology and Future Trends in Healthcare Safety: Role of Technology in Healthcare Safety and Risk Management. Electronic Health Records (EHR) and Health Information Systems. Telemedicine and Remote Patient Monitoring. Future Trends in Healthcare Safety and Risk Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Carroll, R. - "Risk Management Handbook for Health Care Organizations," Wiley, 2011. 2. ECRI Institute - "Healthcare Risk Control," ECRI Institute, 2019. 3. Youngberg, B.J. - "Principles of Risk Management and Patient Safety," Jones & Bartlett Learning, 2011. 4. Vincent, C. - "Patient Safety," Wiley-Blackwell, 2010. 5. Fleming, M., & Wentzell, N. - "Healthcare Quality Management," Springer, 2008. 6. Grol, R., Wensing, M., Eccles, M., & Davis, D. - "Improving Patient Care: The Implementation of Change in Health Care," Wiley-Blackwell, 2013.
<b>Online Resources</b>	Journal of Patient Safety, International Journal of Health Care Quality Assurance, Health Care Management Review, Harvard Business Review, Journal of Risk Management and Healthcare Policy

<b>Course Nomenclature</b>	<b>Workplace Stress &amp; Wellbeing Management</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and importance of managing workplace stress and wellbeing. 2. Analyze the factors contributing to workplace stress. 3. Develop strategies for managing and reducing workplace stress. 4. Evaluate the impact of organizational culture on employee wellbeing. 5. Assess the role of leadership in promoting a healthy work environment. 6. Implement best practices for enhancing employee wellbeing and productivity.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Workplace Stress and Wellbeing Management: Definition, Nature, and Scope of Workplace Stress and Wellbeing Management. Importance of Managing Stress and Wellbeing in the Workplace. Types and Sources of Workplace Stress.
<b>Unit II</b>	Factors Contributing to Workplace Stress: Organizational Factors: Workload, Work Environment, Role Conflict. Personal Factors: Personality Traits, Life Events. Case Studies on Workplace Stress Factors.
<b>Unit III</b>	Strategies for Managing Workplace Stress: Identifying and Assessing Stressors. Stress Management Techniques and Programs. Promoting Work-Life Balance. Case Studies on Stress Management Strategies.
<b>Unit IV</b>	Promoting Wellbeing in the Workplace: Role of Organizational Culture in Employee Wellbeing. Leadership and Employee Wellbeing. Implementing Wellbeing Programs. Future Trends in Workplace Stress and Wellbeing Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Cartwright, S., & Cooper, C.L. - "Managing Workplace Stress," SAGE Publications, 1996. 2. Quick, J.C., & Tetrick, L.E. - "Handbook of Occupational Health Psychology," American Psychological Association, 2011. 3. Cox, T., & Griffiths, A. - "Work-related Stress and Well-being: Managing the Risk," ILO, 2005. 4. Grawitch, M.J., & Ballard, D.W. - "The Psychologically Healthy Workplace: Building a Win-Win Environment for Organizations and Employees," APA Books, 2016. 5. Fisher, C.D., & Cooper, C.L. - "The Wellbeing of Work," Routledge, 2019. 6. Briner, R.B., & Reynolds, S. - "Well-being in Organizations," SAGE Publications, 2011.
<b>Online Resources</b>	Journal of Occupational Health Psychology, International Journal of Workplace Health Management, Journal of Organizational Behavior, Harvard Business Review, Journal of Occupational and Environmental Medicine



<b>Course Nomenclature</b>	<b>Healthcare Strategy</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and practices of healthcare strategy. 2. Analyze the competitive environment in the healthcare industry. 3. Develop strategic plans for healthcare organizations. 4. Evaluate the impact of regulatory frameworks on healthcare strategy. 5. Assess the role of technology in shaping healthcare strategy. 6. Implement best practices for managing strategic change in healthcare organizations.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Healthcare Strategy: Definition, Nature, and Scope of Healthcare Strategy. Importance of Strategy in Healthcare Organizations. Strategic Management Process in Healthcare.
<b>Unit II</b>	Competitive Analysis in Healthcare: Understanding the Competitive Environment. SWOT Analysis. PESTEL Analysis. Porter's Five Forces Model. Case Studies on Competitive Analysis in Healthcare.
<b>Unit III</b>	Developing Healthcare Strategies: Strategic Planning and Goal Setting. Strategy Formulation and Implementation. Strategic Alliances and Partnerships in Healthcare. Case Studies on Healthcare Strategy Development.
<b>Unit IV</b>	Technology and Regulatory Impact on Healthcare Strategy: Role of Technology in Healthcare Strategy. Impact of Regulatory Frameworks on Healthcare Strategy. Managing Strategic Change in Healthcare Organizations. Future Trends in Healthcare Strategy.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Porter, M.E., & Teisberg, E.O. - "Redefining Health Care: Creating Value-Based Competition on Results," Harvard Business Review Press, 2006. 2. Ginter, P.M., Duncan, W.J., & Swayne, L.E. - "Strategic Management of Health Care Organizations," Wiley, 2018. 3. Harrison, J.P. - "Essentials of Strategic Planning in Healthcare," Health Administration Press, 2016. 4. Walston, S.L. - "Strategic Healthcare Management: Planning and Execution," Health Administration Press, 2018. 5. Hillestad, S.G., & Berkowitz, E.N. - "Health Care Market Strategy: From Planning to Action," Jones & Bartlett Learning, 2013. 6. Griffith, J.R., & White, K.R. - "The Well-Managed Healthcare Organization," Health Administration Press, 2016.
<b>Online Resources</b>	Journal of Health Care Management, International Journal of Health Planning and Management, Health Affairs, Harvard Business Review, Journal of Healthcare Leadership

<b>Course Nomenclature</b>	<b>Big Data Technologies</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and technologies of big data. 2. Analyze the architecture and components of big data systems. 3. Develop strategies for managing and processing big data. 4. Evaluate the impact of big data technologies on business decision-making. 5. Assess the role of data analytics in big data applications. 6. Implement best practices for managing big data projects.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Big Data Technologies: Definition, Nature, and Scope of Big Data. Importance of Big Data in Business. Key Concepts and Terminologies. Evolution of Big Data Technologies.
<b>Unit II</b>	Big Data Architecture and Components: Big Data Architecture. Hadoop Ecosystem: HDFS, MapReduce, YARN. NoSQL Databases: MongoDB, Cassandra. Data Warehousing and Data Lakes.
<b>Unit III</b>	Big Data Management and Processing: Data Ingestion and Integration. Data Storage and Retrieval. Data Processing Frameworks: Spark, Flink. Big Data Analytics and Visualization.
<b>Unit IV</b>	Future Trends and Applications of Big Data: Role of Artificial Intelligence and Machine Learning in Big Data. IoT and Big Data Applications. Ethical Issues in Big Data. Future Trends in Big Data Technologies.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Hurwitz, J., Nugent, A., Halper, F., & Kaufman, M. - "Big Data For Dummies," Wiley, 2018. 2. Minelli, M., Chambers, M., & Dhiraj, A. - "Big Data, Big Analytics," Wiley, 2013. 3. Marz, N., & Warren, J. - "Big Data: Principles and Best Practices of Scalable Real-Time Data Systems," Manning Publications, 2015. 4. O'Reilly Media - "Hadoop: The Definitive Guide," O'Reilly Media, 2015. 5. Jacobs, A. - "The Pathologies of Big Data," Communications of the ACM, 2009. 6. Zikopoulos, P.C., deRoos, D., Parasuraman, K., Deutsch, T., Corrigan, D., & Melnyk, R. - "Harness the Power of Big Data," McGraw-Hill Education, 2013.
<b>Online Resources</b>	Journal of Big Data, International Journal of Data Science and Analytics, Big Data Research Journal, Harvard Business Review, Journal of Data Mining and Knowledge Discovery

<b>Course Nomenclature</b>	<b>Data Visualization and Communication</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and techniques of data visualization. 2. Analyze various data visualization tools and their applications. 3. Develop effective data visualizations for business communication. 4. Evaluate the impact of data visualization on decision-making. 5. Assess the role of storytelling in data communication. 6. Implement best practices for creating and presenting data visualizations.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Data Visualization: Definition, Nature, and Scope of Data Visualization. Importance of Data Visualization in Business. Key Concepts and Terminologies.
<b>Unit II</b>	Data Visualization Tools and Techniques: Data Visualization Tools: Tableau, Power BI, D3.js, etc. Visualization Techniques: Charts, Graphs, Maps, Infographics. Case Studies on Data Visualization Applications.
<b>Unit III</b>	Data Visualization and Business Communication: Developing Effective Data Visualizations. Storytelling with Data. Data-Driven Decision Making. Case Studies on Data Visualization for Business Communication.
<b>Unit IV</b>	Future Trends in Data Visualization: Role of Artificial Intelligence and Machine Learning in Data Visualization. Interactive and Real-Time Data Visualizations. Ethical Issues in Data Visualization. Future Trends in Data Visualization and Communication.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Few, S. - "Show Me the Numbers: Designing Tables and Graphs to Enlighten," Analytics Press, 2012. 2. Knaflic, C.N. - "Storytelling with Data: A Data Visualization Guide for Business Professionals," Wiley, 2015. 3. Yau, N. - "Data Points: Visualization That Means Something," Wiley, 2013. 4. Kirk, A. - "Data Visualization: A Handbook for Data Driven Design," Sage Publications, 2016. 5. Tufte, E.R. - "The Visual Display of Quantitative Information," Graphics Press, 2001. 6. Cairo, A. - "The Functional Art: An Introduction to Information Graphics and Visualization," New Riders, 2012.
<b>Online Resources</b>	Journal of Data Visualization, International Journal of Data Presentation, Visual Communication Journal, Harvard Business Review, Journal of Data Science and Visualization

<b>Course Nomenclature</b>	<b>Data Mining Techniques</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and techniques of data mining. 2. Analyze various data mining algorithms and their applications. 3. Develop data mining models for business applications. 4. Evaluate the impact of data mining on business decision-making. 5. Assess the role of data preprocessing in data mining. 6. Implement best practices for managing data mining projects.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Data Mining: Definition, Nature, and Scope of Data Mining. Importance of Data Mining in Business. Key Concepts and Terminologies. Evolution of Data Mining Techniques.
<b>Unit II</b>	Data Mining Algorithms and Techniques: Classification Algorithms: Decision Trees, Naive Bayes, K-Nearest Neighbors. Clustering Algorithms: K-Means, Hierarchical Clustering. Association Rule Mining: Apriori, FP-Growth.
<b>Unit III</b>	Data Mining Process and Applications: Data Preprocessing Techniques: Data Cleaning, Data Integration, Data Transformation. Developing Data Mining Models. Evaluating Data Mining Models. Case Studies on Data Mining Applications.
<b>Unit IV</b>	Future Trends in Data Mining: Role of Artificial Intelligence and Machine Learning in Data Mining. Big Data and Data Mining. Ethical Issues in Data Mining. Future Trends in Data Mining Techniques.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Han, J., Pei, J., & Kamber, M. - "Data Mining: Concepts and Techniques," Morgan Kaufmann, 2011. 2. Tan, P.-N., Steinbach, M., & Kumar, V. - "Introduction to Data Mining," Pearson Education, 2018. 3. Witten, I.H., Frank, E., Hall, M.A., & Pal, C.J. - "Data Mining: Practical Machine Learning Tools and Techniques," Morgan Kaufmann, 2016. 4. Hastie, T., Tibshirani, R., & Friedman, J. - "The Elements of Statistical Learning," Springer, 2009. 5. Aggarwal, C.C. - "Data Mining: The Textbook," Springer, 2015. 6. Larose, D.T. - "Discovering Knowledge in Data: An Introduction to Data Mining," Wiley, 2014.
<b>Online Resources</b>	Journal of Data Mining and Knowledge Discovery, International Journal of Data Science and Analytics, Journal of Big Data, Harvard Business Review, Journal of Machine Learning Research

<b>Course Nomenclature</b>	<b>Search Engine Optimization &amp; Digital Content</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and techniques of search engine optimization (SEO). 2. Analyze various SEO strategies and their applications. 3. Develop effective digital content for SEO. 4. Evaluate the impact of SEO on digital marketing performance. 5. Assess the role of analytics in measuring SEO success. 6. Implement best practices for managing SEO and digital content projects.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to SEO: Definition, Nature, and Scope of SEO. Importance of SEO in Digital Marketing. Key Concepts and Terminologies. Evolution of SEO Techniques.
<b>Unit II</b>	SEO Strategies and Techniques: On-Page SEO: Keyword Research, Meta Tags, Content Optimization. Off-Page SEO: Link Building, Social Signals, Online Reputation Management. Technical SEO: Website Architecture, Mobile Optimization, Page Speed.
<b>Unit III</b>	Digital Content Development: Creating SEO-Friendly Content. Content Marketing Strategies. Visual Content and Infographics. Case Studies on Successful SEO and Content Marketing Campaigns.
<b>Unit IV</b>	SEO Analytics and Future Trends: Measuring SEO Success: Google Analytics, SEO Tools. Role of Artificial Intelligence and Machine Learning in SEO. Future Trends in SEO and Digital Content. Ethical Issues in SEO.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Enge, E., Spencer, S., & Fishkin, R. - "The Art of SEO," O'Reilly Media, 2015. 2. Clarke, A. - "SEO 2021: Learn Search Engine Optimization with Smart Internet Marketing Strategies," Independently Published, 2020. 3. Ledford, J.L. - "Search Engine Optimization Bible," Wiley, 2009. 4. Ward, M. - "Ultimate Guide to Link Building," Entrepreneur Press, 2013. 5. Fishkin, R., & Høgenhaven, T. - "Inbound Marketing and SEO," Wiley, 2013. 6. Evans, D. - "Social Media Marketing: An Hour a Day," Wiley, 2012.
<b>Online Resources</b>	Journal of Digital & Social Media Marketing, International Journal of Research in Marketing, Journal of Interactive Marketing, Harvard Business Review, Journal of Marketing Analytics

<b>Course Nomenclature</b>	<b>Social Media Strategy &amp; Digital Engagement</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and importance of social media strategy and digital engagement. 2. Analyze various social media platforms and their applications in marketing. 3. Develop effective social media strategies for brand engagement. 4. Evaluate the impact of social media on consumer behavior. 5. Assess the role of analytics in measuring social media success. 6. Implement best practices for managing social media and digital engagement projects.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Social Media Strategy: Definition, Nature, and Scope of Social Media Strategy. Importance of Social Media in Digital Marketing. Key Concepts and Terminologies. Evolution of Social Media Platforms.
<b>Unit II</b>	Social Media Platforms and Strategies: Overview of Major Social Media Platforms: Facebook, Twitter, Instagram, LinkedIn, YouTube. Developing Social Media Strategies. Content Creation and Curation. Case Studies on Successful Social Media Campaigns.
<b>Unit III</b>	Digital Engagement and Consumer Behavior: Understanding Digital Consumer Behavior. Engaging with Consumers on Social Media. Influencer Marketing. Community Management. Case Studies on Digital Engagement Strategies.
<b>Unit IV</b>	Social Media Analytics and Future Trends: Measuring Social Media Success: Key Metrics and Tools. Role of Artificial Intelligence and Machine Learning in Social Media. Future Trends in Social Media Strategy and Digital Engagement. Ethical Issues in Social Media Marketing.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Tuten, T.L., & Solomon, M.R. - "Social Media Marketing," Sage Publications, 2017. 2. Evans, D., & McKee, J. - "Social Media Marketing: The Next Generation of Business Engagement," Wiley, 2010. 3. Barker, M., Bormann, D., Roberts, M., & Zahay, D. - "Social Media Marketing: A Strategic Approach," Cengage Learning, 2016. 4. Ryan, D. - "Understanding Social Media: How to Create a Plan for Your Business that Works," Kogan Page, 2016. 5. Blanchard, O. - "Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization," Pearson Education, 2011. 6. Safko, L. - "The Social Media Bible: Tactics, Tools, and Strategies for Business Success," Wiley, 2012.
<b>Online Resources</b>	Journal of Digital & Social Media Marketing, International Journal of Research in Marketing, Journal of Interactive Marketing, Harvard Business Review, Journal of Marketing Analytics

<b>Course Nomenclature</b>	<b>Digital Analytics &amp; Web Performance Metrics</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and techniques of digital analytics. 2. Analyze various web performance metrics and their applications. 3. Develop strategies for improving website performance. 4. Evaluate the impact of digital analytics on marketing decision-making. 5. Assess the role of data visualization in digital analytics. 6. Implement best practices for managing digital analytics projects.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Digital Analytics: Definition, Nature, and Scope of Digital Analytics. Importance of Digital Analytics in Marketing. Key Concepts and Terminologies. Evolution of Digital Analytics Techniques.
<b>Unit II</b>	Web Performance Metrics: Overview of Key Performance Metrics: Traffic, Engagement, Conversion, Retention. Tools for Measuring Web Performance: Google Analytics, Adobe Analytics, etc. Case Studies on Web Performance Improvement.
<b>Unit III</b>	Data Analysis and Visualization: Data Collection and Integration. Data Visualization Techniques for Digital Analytics. Dashboards and Reports. Case Studies on Data-Driven Decision Making.
<b>Unit IV</b>	Future Trends in Digital Analytics: Role of Artificial Intelligence and Machine Learning in Digital Analytics. Predictive and Prescriptive Analytics. Ethical Issues in Digital Analytics. Future Trends in Web Performance Metrics.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Kaushik, A. - "Web Analytics 2.0," Wiley, 2010. 2. Clifton, B. - "Advanced Web Metrics with Google Analytics," Wiley, 2012. 3. Cutroni, J. - "Google Analytics," O'Reilly Media, 2010. 4. Burby, J., & Atchison, S. - "Actionable Web Analytics," Wiley, 2007. 5. Waisberg, D., & Kaushik, A. - "Marketing and Web Analytics," Pearson Education, 2018. 6. Sterne, J. - "Social Media Metrics: How to Measure and Optimize Your Marketing Investment," Wiley, 2010.
<b>Online Resources</b>	Journal of Digital Analytics, International Journal of Web Performance and Analytics, Journal of Interactive Marketing, Harvard Business Review, Journal of Marketing Analytics

<b>Course Nomenclature</b>	<b>Advanced Fintech Solutions</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and technologies driving fintech innovation. 2. Analyze various fintech solutions and their applications. 3. Develop strategies for implementing fintech solutions in financial services. 4. Evaluate the impact of fintech on traditional financial institutions. 5. Assess the role of regulation in fintech development. 6. Implement best practices for managing fintech projects.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Fintech: Definition, Nature, and Scope of Fintech. Importance of Fintech in Financial Services. Key Concepts and Terminologies. Evolution of Fintech Technologies.
<b>Unit II</b>	Fintech Solutions and Applications: Digital Payments and Mobile Banking. Peer-to-Peer Lending and Crowdfunding. Blockchain and Cryptocurrencies. Robo-Advisors and Insurtech. Case Studies on Successful Fintech Solutions.
<b>Unit III</b>	Implementation of Fintech Solutions: Developing and Integrating Fintech Solutions. Challenges and Best Practices in Implementation. Role of Artificial Intelligence and Machine Learning in Fintech. Case Studies on Fintech Implementation.
<b>Unit IV</b>	Regulation and Future Trends in Fintech: Regulatory Framework for Fintech. Impact of Regulations on Fintech Development. Future Trends in Fintech Solutions. Ethical Issues in Fintech.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Arner, D.W., Barberis, J.N., & Buckley, R.P. - "The FinTech Book," Wiley, 2016. 2. Chuen, D.L.K. - "Handbook of Digital Currency: Bitcoin, Innovation, Financial Instruments, and Big Data," Academic Press, 2015. 3. Krosinski, K. - "Managing Risks in Online Payment Systems," Springer, 2015. 4. Schueffel, P. - "Taming the Beast: RegTech and its Applications in Financial Services," Palgrave Macmillan, 2019. 5. Taylor, E., & Ross, J. - "FinTech Law: A Guide to Technology Law in the Financial Services Industry," Bloomsbury Professional, 2018. 6. Mougayar, W. - "The Business Blockchain," Wiley, 2016.
<b>Online Resources</b>	Journal of Financial Technology, International Journal of Fintech, Journal of Digital Banking, Harvard Business Review, Journal of Financial Regulation and Compliance



<b>Course Nomenclature</b>	<b>Financial Markets and Technology</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and functioning of financial markets. 2. Analyze the impact of technology on financial markets. 3. Develop strategies for leveraging technology in financial markets. 4. Evaluate the role of fintech in transforming financial markets. 5. Assess the impact of regulatory frameworks on financial market technology. 6. Implement best practices for managing technology in financial markets.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Financial Markets: Definition, Nature, and Scope of Financial Markets. Types of Financial Markets: Equity, Debt, Derivatives, Forex. Importance of Financial Markets in the Economy.
<b>Unit II</b>	Technology in Financial Markets: Role of Technology in Financial Markets. Electronic Trading Platforms. High-Frequency Trading. Blockchain and Distributed Ledger Technology.
<b>Unit III</b>	Fintech Innovations in Financial Markets: Fintech Applications in Trading and Investments. Robo-Advisors and Automated Portfolio Management. Impact of Artificial Intelligence and Machine Learning on Financial Markets. Case Studies on Fintech Innovations.
<b>Unit IV</b>	Regulation and Future Trends in Financial Markets: Regulatory Framework for Financial Markets. Impact of Regulations on Financial Market Technology. Future Trends in Financial Markets and Technology. Ethical Issues in Financial Market Technology.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Fabozzi, F.J., & Modigliani, F. - "Foundations of Financial Markets and Institutions," Pearson Education, 2013. 2. Hull, J.C. - "Options, Futures, and Other Derivatives," Pearson Education, 2018. 3. Mishkin, F.S., & Eakins, S.G. - "Financial Markets and Institutions," Pearson Education, 2018. 4. Saunders, A., & Cornett, M.M. - "Financial Markets and Institutions," McGraw-Hill Education, 2018. 5. Madura, J. - "Financial Markets and Institutions," Cengage Learning, 2018. 6. Schueffel, P. - "Taming the Beast: RegTech and its Applications in Financial Services," Palgrave Macmillan, 2019.
<b>Online Resources</b>	Journal of Financial Markets, International Journal of Financial Market Regulation, Journal of Financial Technology, Harvard Business Review, Journal of Financial and Quantitative Analysis

<b>Course Nomenclature</b>	<b>Fintech Project Management</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and practices of project management in the fintech industry. 2. Analyze the unique challenges of managing fintech projects. 3. Develop project management strategies for fintech solutions. 4. Evaluate the impact of regulatory frameworks on fintech project management. 5. Assess the role of technology in fintech project management. 6. Implement best practices for managing fintech projects successfully.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Fintech Project Management: Definition, Nature, and Scope of Fintech Project Management. Importance of Project Management in Fintech. Key Concepts and Terminologies.
<b>Unit II</b>	Planning and Executing Fintech Projects: Project Planning and Scheduling. Risk Management in Fintech Projects. Resource Allocation and Management. Case Studies on Fintech Project Execution.
<b>Unit III</b>	Technology and Tools for Fintech Project Management: Role of Technology in Fintech Project Management. Project Management Software and Tools. Agile and Scrum Methodologies. Blockchain and Smart Contracts in Project Management.
<b>Unit IV</b>	Regulation and Future Trends in Fintech Project Management: Regulatory Framework for Fintech. Impact of Regulations on Fintech Projects. Future Trends in Fintech Project Management. Ethical Issues in Fintech Project Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Taylor, E., & Ross, J. - "FinTech Law: A Guide to Technology Law in the Financial Services Industry," Bloomsbury Professional, 2018. 2. Arner, D.W., Barberis, J.N., & Buckley, R.P. - "The FinTech Book," Wiley, 2016. 3. Kerzner, H. - "Project Management: A Systems Approach to Planning, Scheduling, and Controlling," Wiley, 2017. 4. Schueffel, P. - "Taming the Beast: RegTech and its Applications in Financial Services," Palgrave Macmillan, 2019. 5. Project Management Institute - "A Guide to the Project Management Body of Knowledge (PMBOK Guide)," PMI, 2017. 6. Mougayar, W. - "The Business Blockchain," Wiley, 2016.
<b>Online Resources</b>	Journal of Project Management, International Journal of Fintech, Journal of Financial Technology, Harvard Business Review, Journal of Financial Regulation and Compliance

<b>Course Nomenclature</b>	<b>BUSINESS AND LEGAL ENVIRONMENT</b>	
<b>Year/Semester</b>	<b>II/IV</b>	
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Describe the elements of Business Environment and identify tools for scanning the Environment.</li> <li>2. Explain various acts (Consumer Protection Act, IT Act, Competition Act) and policies (Monetary and Fiscal policy) that every business entity should adopt.</li> <li>3. Determine salient features of Indian Companies Act 2013 and steps involved in the formation of a Company.</li> <li>4. Classify salient features of Indian Contract Act 1872 and parties involved in performing the contract.</li> <li>5. Justify the breach of contract, its remedies and discharge from Contract.</li> <li>6. Develop knowledge on memorandum of Association, Articles of Association, Doctrine of Ultra vires and Indoor Management and Winding up of company.</li> </ol>	
Unit I	Concept, Significance and nature of Business Environment; Elements of Environment – Micro and Macro; Changing Dimensions of Business Environment; Process; Techniques of Environmental Scanning and Monitoring. Political Environment-nature, element and significance on business.	
Unit II	An Overview of Competition Act 2002, Consumer Protection Act, 1986, FEMA 1999, SEBI Act 1992, MSME Act, 2006 & Information Technology Act 2008. Monetary and Fiscal Policy	
Unit III	Business structures: Sole Proprietorship ,Partnership ,Limited Liability Partnership , Salient Features of Indian Companies Act 2013. Formation of a Company, OPC (One Person Company) , Private Limited Company , Public Limited Company Acquire all the legal licenses and registrations Legal Requirements for Starting a Business in India	
Unit IV	Salient Features of Indian Contract Act 1872, Offer and Acceptance, Capacity to Contract, Free Consent, Consideration, and Discharge from Contract, Breach of Contract and their Remedies.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Maheshwari S.N. &amp; Maheshwari S.K., Business Regulatory Framework, Himalaya Publishing House, 2010.</li> <li>2. Kucchal Vivek,, Business Laws, Vikas Publishing House, 6th Edition, 2013.</li> <li>3. Kapoor, N.D. Elements of Merchantile Law. Sultan Chand &amp; Sons 2009.</li> </ol>

		<p>4. Akhileshwar Pathak, Legal Aspects of Business, 3/e, Tata McGraw-Hill, 2007</p> <p>5. Naulakha, R.L., Business Law, Mahaveer Publication, 2016.</p>
➤	Online resources	Journal of Environmental Economics and Management, Business & The Environment, The International Journal of Business Environment.

## Annexure II- Mandatory Documents for Admission

To be uploaded on the Admission Portal by the Prospective students

Admission Documents	Format (Jpeg/PNG/PDF)	Documents Size
Duly filled application form with student signature	Digital signature/Student signature JPEG/PNG	20 KB
Colour scan copy of all year/semester mark sheet/grade cards (for PG programs only) or consolidated mark sheet/grade cards also accepted.	PDF/JPEG	500 KB
Colour scan copy of 10th std. Mark sheet/grade card	PDF/JPEG	
Colour scan copy of 12th std./ Three-Year Polytechnic Diploma Mark sheet/grade card	PDF/JPEG	
Colour scan copy of passport size photograph	JPEG or PNG Format	50 KB
Colour scan copy of Govt. Photo id proof, Aadhar card is mandatory. (Other options: Voter's id, Driving License, Passport etc.)	PDF/JPEG	100 KB
<p>In case of name change, Gazette notification documents for name changes</p> <p>For married women – marriage certificate would be accepted – provided previous maiden name is clearly mentioned in the same.</p> <p>In case of deferred Father name or mother name in such cases without a Gazette notification document.</p>	PDF	500 KB

Fees submission transaction details or receipt as per University policy for respective Distance programs	PDF/JPEG	500 KB
Digitally Signed undertaking as per the process; where applicable	PDF	500 KB

Students can also visit the University website for the said information.

### Annexure III- Academic Bank of Credit Id Creation Process

All enrolled students, particularly those of Indian nationality, are required to register with ABC (Academic Bank of Credits), a central scheme established by the Ministry of Education, Government of India, for depositing credit. ABC ID creation is mandatory for all students, ensuring their participation in this scheme.

Process	<ul style="list-style-type: none"> <li>• Students can register by logging in at <a href="http://www.abc.digilocker.gov.in">www.abc.digilocker.gov.in</a></li> <li>• Click on My Account → Login as Student</li> <li>• Click on “Sign up with DigiLocker” → Enter valid mobile number → An OTP is sent at the phone number via SMS → Enter the OTP and click on “Continue” button → Enter Security PIN set created during Sign Up and click “Submit” Button</li> <li>• You will be prompted with ABC student account creation window</li> </ul>
Documents and proofs required	<ul style="list-style-type: none"> <li>• Aadhaar Card is mandatory for ABC Id creation</li> <li>• Learners Name</li> <li>• Date of Birth</li> <li>• Gender</li> <li>• Enrolment Number</li> <li>• Requirements by Academic Institution:</li> </ul>

The  
can be  
by

	<ul style="list-style-type: none"><li>• Mobile Number</li></ul>
--	-----------------------------------------------------------------

ABC Id  
created

students themselves using Digi-locker, UMANG application, ABC portal or Academic Institution Portal. The process for which is provided below.

The University will extend support to the students to create ABC ID. The documents required will remain the same as stated above.

## Annexure IV – Continuous Internal Assessment Pattern

Particular	A1 (Objective Type)	A2 (Objective Type)
Marks	15	15

Question Pattern for the CIA Components
<p><b>A-1</b></p> <ol style="list-style-type: none"><li>1. There will be 15 Objective type Multiple Choice Questions (MCQs), each carrying mark 1 mark</li><li>2. The time for the A-1 assignment will be 30 mins</li><li>3. All questions are compulsory</li><li>4. There will be NO NEGATIVE MARKING for the wrong answers.</li></ol> <p><b>A-2</b></p> <ol style="list-style-type: none"><li>1. There will be 15 Objective type Multiple Choice Questions (MCQs), each carrying mark 1 mark</li><li>2. The time for the A-1 assignment will be 30 mins</li><li>3. All questions are compulsory</li><li>4. There will be NO NEGATIVE MARKING for the wrong answers.</li></ol>

## **Annexure V– End-term Examination Pattern**

**JNU**

**Centre for Distance and Online Education**

**End Term Examination**

**[PROGRAM NAME]**

**[COURSE NAME][COURSE CODE]**

Time : 2 Hours	Max. Marks : 70
Note for students: The paper will comprises of 70 compulsory objective questions of 1 mark each.	
Answer all the questions. Each question carries one mark.	
Q. No. 1 to Q. No. 70 - Objective questions with four multiple choices.	





**JAIPUR NATIONAL**  
**UNIVERSITY**  
A venture of The Seedling Group of Educational Institutions

**Master of Business Administration  
(MBA)  
Online Mode**

**PROGRAM PROJECT REPORT – MBA – Online Mode**

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## 1. Program Overview

### 1.1 Program's Mission and Objectives

The program's mission is to fully prepare students with high-level competence by imparting the latest concepts and technology, aligning them with industry demands. The objectives of the program are as follows:

- i. Offer an opportunity to earn an M.B.A. degree to individuals facing challenges pursuing a traditional M.B.A. course due to job commitments or other circumstances.
- ii. Enable learners to study at their own pace and from their preferred location.
- iii. Provide students with a solid foundational understanding of business and commerce.
- iv. Cultivate skills in commerce and management.
- v. Create a pathway for self-employment and contribute to the workforce needs of financial, commercial and business institutions by producing qualified individuals.

Develop Information Technology skills among students, crucial in today's business and commerce landscape.

### 1.2 Relevance of the Program with JNU's Vision and Mission

Jaipur National University (JNU) was established in 2007. JNU provides a world-class learning experience, with a highly accomplished faculty, numerous extracurricular activities, and a wide range of academic pursuits. The university fosters holistic development of students.

JNU with its vision to transform the Education Landscape of India and contribute to the maximum to improve the GER of India has plans to launch affordable and flexible education programs. Online programs are an excellent way to launch affordable and flexible education programs in sync with the vision and mission of the university stated below:

#### **University Vision:**

To be a leader in creating unique and exclusive learning opportunities in all disciplines of study that ultimately lead to the advancement of learning and creation of a sustainable society and environment.

#### **University Mission:**

- Provide global opportunities of learning through broad and balanced academic programmes.
- Explore and hone the potential of stakeholders, develop their human and intellectual capacities to the fullest.
- Create and maintain excellence with high standard driven activities, universal significance and acknowledgement.
- Inculcate and keep track of the current trends and finest practices in education for constant growing and evolving.

### **1.3 Nature of Prospective Target Group of Students**

The curriculum of M.B.A. is designed in such a way that it helps the students to become not only more employable but also encourage them to become entrepreneurs. Primarily the target group of learners will be:

- Population living in remote areas where higher education institutes are not easily accessible.
- Learners who could not get admission in the regular mode due to limited intake capacity.
- Learners who are working and who desire to pursue higher education as a means for movement up the ladder.
- Learners who are unable to pursue Higher education due to social, financial and economic compulsions as well as demographic reasons.

### **1.4 Appropriateness of programs to be conducted in online mode to acquire specific skills and competence**

Graduates with an MBA can pursue career advancements or new opportunities in virtually any industry, including technology, finance, healthcare, and government, among others. This degree is designed to prepare candidates for senior management roles, enhancing their prospects for leadership positions and entrepreneurial success.

This degree's flexibility in elective subject and its broad applicability across industries make it highly valuable for those looking to enhance their management skills and advance their careers.

## **2. Procedure for Admission and Curriculum Transaction**

The academic programs catered to candidates enrolled in the online mode of learning are facilitated by CDOE-JNU, with the backing of various faculties within the University. Eligibility criteria, course structure, detailed curriculum, program duration, and evaluation criteria are subject to approval by the Board of Studies and Academic Council, adhering to UGC guidelines for programs falling under the purview of online mode for degree conferment.

Below are the details of the admission procedure, eligibility criteria, fee structure, curriculum, program delivery, information about the Learning Management System (LMS), and assessments and evaluations.

## **2.1 Procedure for Admission**

Students who are seeking admission in programs offered by CDOE-JNU need to apply through <https://online.jnujaipur.ac.in/> in the courses offered.

### **2.1.1 Minimum Eligibility Criteria for Admission**

The minimum eligibility criteria for admission to the Online MBA program require candidates to hold a Bachelor's degree of a minimum duration of 3 years from a recognized University in any stream, in accordance with UGC and norms. Additionally, candidates must have secured at least 40% marks in the qualifying examination.

Candidates must also fulfill all documentation requirements as specified on the program's website for admission purposes. Failure to submit proof of eligibility within the stipulated timeframe specified by CDOE-JNU will result in the cancellation of admission. Prospective candidates are encouraged to carefully review all instructions provided on the website before proceeding with the application process.

### **2.1.2 Online Admission Process and Instructions: Learner Communication**

The online admission process for the students is provided below:

<b>Step</b>	<b>Process</b>	<b>Particulars</b>
<b>Step 1</b>	<b>Counselling</b>	Prospective students will receive guidance and counseling for their chosen program from designated and authorized counselors.
<b>Step 2</b>	<b>Registration on admission portal to get access to My Account.</b>	To initiate the registration process, prospective students are required to complete the application form by providing all necessary details and uploading mandatory documents.
<b>Step 3</b>	<b>Details of Document upload</b>	Student Uploads document as follows-  <u>Personal Documents</u> Passport-size Photograph

		<p>Student's Signature Aadhar Card (Back &amp; Front) Passport (For International Student)</p> <p><u>Academic Documents</u> <i>UG Student -</i> 10th Marksheet 12th Marksheet <i>PG Student -</i> 10th Marksheet 12th Marksheet UG Marksheet Other Certificates</p> <p>(detailed list of documents is provided in <b>Annexure II</b>)</p>
<b>Step 4</b>	<b>Verification of documents by the Deputy Registrar</b>	The Deputy Registrar is responsible for verifying all documents uploaded by prospective students on the admission portal. Within a timeframe of 48 hours, the Deputy Registrar will review and either approve or disapprove the eligibility of the prospective student for the chosen program.
<b>Step 5</b>	<b>Undertaking</b>	Student will sign Undertaking after Approval in Application.
<b>Step 6</b>	<b>Payment of fees</b>	<p>All eligible students, duly approved by the Deputy Registrar, will get fees payment link activated in their My Account for payment.</p> <p>The Fee is payable through any of the following means:</p> <p>(a) UPI (b) Credit/Debit Card (c) Net-banking</p> <p>Note: Cash, bank demand draft and Cheques are not accepted</p>
<b>Step 7</b>	<b>Enrolment</b>	After the payment of program fee, the eligible student will get the Enrolment number and access to the LMS within 21 days.
<b>Step 8</b>	<b>Access to Learning Management System (LMS)</b>	

**General Instructions:**

1. Prior to applying for online programs, all students are advised to thoroughly read and comprehend the eligibility conditions provided in the student handbook document and outlined on the university website.

2. It is the responsibility of prospective learners to ensure that their educational or qualifying degree has been issued by a recognized university or board only. For learners from Indian higher education institutions, recognition by the regulatory authority of the Government of India is necessary. To verify degrees from recognized boards of education, refer to [www.cobse.org.in/](http://www.cobse.org.in/). For Polytechnic Diploma, check the respective State Board of Technical Education. Verification of degrees from recognized universities can be done at [www.ugc.ac.in/](http://www.ugc.ac.in/). Foreign prospective learners should verify their institutions at [www.aiu.ac.in/](http://www.aiu.ac.in/).
3. Prospective learners must verify their eligibility on the date of admission and ensure that they have passed the qualifying exams before the commencement of the admission batch.

Upon enrollment, students must register with the Academic Bank of Credits (ABC), a central scheme for depositing credit formulated by the Ministry of Education, Government of India. Creation of an Academic Bank of Credits (ABC) ID is mandatory for all students. (Refer to Annexure V for details).

### **2.1.3 Program Fee for the Academic Session beginning July 2024**

Program fees for students pursuing MBA offered by CDOE-JNU is mentioned below:

<b>Program</b>	<b>Academic Total Fees (INR)</b>	<b>Exam Fees</b>
<b>MBA</b>	<b>97,000</b>	<b>1500 per semester</b>

### **2.1.4 Financial Assistance Policy**

Students will make fee payments through the online mode available on the university website. Additionally, the University has collaborated with a third-party Non-Banking Financial Company (NBFC) to offer financial assistance to individuals who require it.



## 2.2 Curriculum Transactions

### 2.2.1 Program Delivery

The curriculum is delivered through Self Learning Materials (SLMs) in the form of e-Contents, supplemented by a variety of learning resources including audio-video aids via the Learning Management System (LMS), following the four-quadrant approach. Furthermore, the program includes online contact hours featuring discussion forums and synchronous live interactive sessions conducted through the LMS, adhering to the current UGC norms for course delivery.

### 2.2.2 Learning Management System to support online mode of Course delivery

The Learning Management System (LMS) is available on URL <https://lms.jnujaipur.ac.in/> is meticulously developed to offer students a truly global learning experience. With a user-friendly interface, the LMS simplifies the learning process and ensures it meets the highest global standards. Utilizing audio-visual teaching methods, self-learning materials, discussion forums, and evaluation patterns, the platform stands out as unique and aligns seamlessly with both industry requirements and the UGC Guidelines' four-quadrant approach.

Students can engage in uninterrupted learning 24x7 via web and mobile devices, allowing them to progress at their preferred pace. The LMS boasts a simple and intuitive user interface, facilitating easy navigation through the e-learning modules. Designed in accordance with standard norms, all learning tools are easily accessible, ensuring a perfect learning experience for all users.

### 2.2.3 Course Design

The Course content is designed as per the 4-quadrant approach as detailed below to facilitate seamless delivery and learning experience

**Quadrant-I** i.e., e-Tutorial, that contains – Faculty led Video and Audio Contents, Simulations, video demonstrations, Virtual Labs

**Quadrant-II** i.e., e-Content that contains – Portable Document Format or e-Books or Illustration, video demonstrations, documents as required.

**Quadrant-III** i.e., Discussion forums to raise and clarify doubts on real time basis by the Course Coordinator and his team.

**Quadrant-IV** i.e. Self-Assessment, that contains MCQs, Problems, Quizzes, Assignments with solutions and Discussion forum topics.

### 2.2.4 Academic Calendar for Academic Session beginning July 2024

Sr.	Event	Session	Month (Tentative)
-----	-------	---------	-------------------

No.			
1.	Commencement of semester	January	January
		July	July
2.	Enrol learner to Learning	January	Within 21 working days from fee deposit and Eligibility confirmation
	Management system	July	
3.	Interactive Live Lectures for query resolution	January	February to May
		July	August to November
4.	Assignment Submission	January	By April
		July	By October
5	Project Report Submission (Wherever applicable during Final semester)	January	Last week of April
		July	Last week of November
6	Term End Examination	January	May onwards
		July	December onwards
7	Result Declaration of End Term Examination	January	By June
		July	By January

### 3. Instructional Design

#### 3.1 Curriculum Design

The curriculum is meticulously designed by experts in the field of management, incorporating contemporary topics and fostering environmental awareness. It has received approval from the Board of Studies of the Faculty of Management, the Centre for Internal Quality Assurance (CIQA), and the University Academic Council.

## 3.2 Program Structure and detailed Syllabus

### 3.2.1 Program Structure

Sem	Course Code	Course Category	Paper Title	Credits	Contact Per week			Evaluation		Total
					L	T	P	Int	Ext	
I	OMBACO101T24	CORE	Management Accounting	4	2	1	2	30	70	100
	OMBACO102T24	CORE	Quantitative Techniques for Management	4	2	1	2	30	70	100
	OMBACO103T24	CORE	Managerial Economics	4	3	0	2	30	70	100
	OMBACO104T24	CORE	Computer Application in Management	4	3	0	2	30	70	100
	OMBACO105T24	CORE	Environmental and Disaster Management	4	3	0	2	30	70	100
	OMBADS101T24	DSE	*Principles and Practices of Management	3	2	1	0	30	70	100
	OMBADS102T24		**Organization Behavior & Design							
	OMBASE101T24	SEC	Business Communication	2	2	0	0	30	70	100
		OE/GE*		2	2	0	0	30	70	100
				<b>Total Credits :27</b>						

**Note:** \*\*Student has to select the course to avail credits from University or from MOOC (Eg: NPTEL)

\* Student can obtain credits from MOOC

Semester	Course Code	Course Category	Paper Title	Credits	Contact Per week			Evaluation		Total
					L	T	P	Internal	External	
II	OMBACO201T24	CORE	Human Resource Management	4	2	0	4	30	70	100
	OMBACO202T24	CORE	Corporate Finance	4	2	1	2	30	70	100
	OMBACO203T24	CORE	Marketing Management	4	2	0	4	30	70	100
	OMBACO204T24	CORE	Operations & Production Management	4	2	1	2	30	70	100
	OMBACO205T24	CORE	Research Methodology	4	3	0	2	30	70	100
	OMBADS201T24	*DSE	International Business	3	2	1	0	30	70	100

			Management							
	OMBADS202T24		Management Information Systems							
	OMBASE201T24	SEC	Indian Ethos and Business Values	2	2	0	0	30	70	100
		OE/GE**		2	2	0	0	30	70	100
				<b>Total Credits:27</b>						

**Note:** \*Student will opt only one DSE course (Out of two DSE courses offered) in second semester

\*\*Student has to select one Generic Elective course(GE) to avail 2 credits from MOOC (Eg: NPTEL etc)

Semester	Course Code	Course Category	Paper Title	Credits	Contact Per week			Evaluation		Total
					L	T	P	Internal	External	
III	OMBACO301T24	CORE	Strategic Management	4	3	1	0	30	70	100
	OMBACO302T24	CORE	Entrepreneurship & Managerial Skill Development	4	3	1	0	30	70	100
	OMBACO303P24	CORE	Industrial Summer Training Project	4	0	1	6	30	70	100
	OMBADS301T24	*DSE (Marketing)	Advertising and Brand Management	3	2	1	0	30	70	100
	OMBADS302T24	DSE (Marketing)	Marketing of Services	3	3	0	0	30	70	100
	OMBADS303T24	DSE (Marketing)	Rural Marketing	3	3	0	0	30	70	100
	OMBADS304T24	DSE (HR)	Human Resource Development System & Strategies	3	3	0	0	30	70	100
	OMBADS305T24	DSE (HR)	Manpower Planning & Management	3	3	0	0	30	70	100
	OMBADS306T24	DSE (HR)	Industrial Relations	3	3	0	0	30	70	100
	OMBADS307T24	DSE (Finance)	Financial Restructuring	3	3	0	0	30	70	100
	OMBADS308T24	DSE (Finance)	Security Analysis and Portfolio Management	3	3	0	0	30	70	100
	OMBADS309T24	DSE (Finance)	Financial Derivatives	3	3	0	0	30	70	100
	OMBADS310T24	DSE (Supply Chain)	Introduction to Logistics & Supply Chain Management	3	3	0	0	30	70	100
	OMBADS311T24	DSE (Supply Chain)	Integrated Global Supply Chain Management	3	3	0	0	30	70	100
	OMBADS312T24	DSE (Supply Chain)	Supply Chain Operations & Warehouse Management	3	3	0	0	30	70	100
	OMBADS313T24	DSE (Hospital and Healthcare Management)	Hospital Operations Management	3	3	0	0	30	70	100
	OMBADS314T24	DSE (Hospital and Healthcare Management)	Healthcare Quality & Service Management	3	3	0	0	30	70	100

	OMBADS315T24	DSE (Hospital and Healthcare Management)	Personal Care Strategies	3	3	0	0	30	70	100	
	OMBADS316T24	DSE (Business Analytics)	Data Management & Analytics	3	3	0	0	30	70	100	
	OMBADS317T24	DSE (Business Analytics)	Machine Learning for Business	3	3	0	0	30	70	100	
	OMBADS318T24	DSE (Business Analytics)	Statistical Methods for Decision Making	3	3	0	0	30	70	100	
	OMBADS319T24	DSE (Digital Marketing)	Behavioral Insights & Consumer Analytics	3	3	0	0	30	70	100	
	OMBADS320T24	DSE (Digital Marketing)	Digital Marketing Strategies & Analytics	3	3	0	0	30	70	100	
	OMBADS321T24	DSE (Digital Marketing)	Marketing & Strategic Insights	3	3	0	0	30	70	100	
	OMBADS322T24	DSE (Fintech)	Digital Payment Systems	3	3	0	0	30	70	100	
	OMBADS323T24	DSE (Fintech)	Regulatory Technology (RegTech)	3	3	0	0	30	70	100	
	OMBADS324T24	DSE (Fintech)	Blockchain and Cryptocurrencies	3	3	0	0	30	70	100	
	OMBASE301T24	SEC	E-Business	2	2	0	0	30	70	100	
		OE/GE**		2	2	0	0	30	70	100	
				<b>Total Credits : 25</b>							

**Note:** \*\*Student has to select one Generic Elective course (GE) to avail 2 credits from MOOC (Eg: NPTEL)

\*Student will opt any one elective from above given Discipline specific electives and its 3 courses

Semester	Course Code	Course Category	Paper Title	Credits	Contact Per week			Evaluation		Total
					L	T	P	Internal	External	
IV	OMBACO401T24	CORE	Project Management	4	3	1	0	30	70	100
	OMBACO402T24	CORE	Data Communication and Networking	4	3	0	2	30	70	100
	OMBACO403P24	CORE	Sectorial Project	4	0	1	6	30	70	100
	OMBADS401T24	*DSE (Marketing)	Retail Management	3	3	0	0	30	70	100
	OMBADS402T24	DSE (Marketing)	Sales And Distribution Management	3	3	0	0	30	70	100
	OMBADS403T24	DSE (Marketing)	Customer Relationship	3	3	0	0	30	70	100

			Management							
OMBADS404T24	DSE (HR)	Training and Development	3	3	0	0	30	70	100	
OMBADS405T24	DSE (HR)	International Human Resource	3	3	0	0	30	70	100	
OMBADS406T24	DSE (HR)	Compensation & Performance Management	3	3	0	0	30	70	100	
OMBADS407T24	DSE (Finance)	Management of Financial Services & Institutions	3	3	0	0	30	70	100	
OMBADS408T24	DSE (Finance)	International Financial Management	3	3	0	0	30	70	100	
OMBADS409T24	DSE (Finance)	Corporate Tax Management	3	3	0	0	30	70	100	
OMBADS410T24	DSE (Supply Chain)	Logistics Infrastructure Management	3	3	0	0	30	70	100	
OMBADS411T24	DSE (Supply Chain)	Multimodal Transport & Containerization	3	3	0	0	30	70	100	
OMBADS412T24	DSE (Supply Chain)	Procurement & Strategic Sourcing	3	3	0	0	30	70	100	
OMBADS413T24	DSE (Hospital and Healthcare Management)	Healthcare Safety & Risk Management	3	3	0	0	30	70	100	
OMBADS414T24	DSE (Hospital and Healthcare Management)	Workplace Stress & Wellbeing Management	3	3	0	0	30	70	100	
OMBADS415T24	DSE (Hospital and Healthcare Management)	Healthcare Strategy	3	3	0	0	30	70	100	
OMBADS416T24	DSE (Business Analytics)	Big Data Technologies	3	3	0	0	30	70	100	
OMBADS417T24	DSE (Business Analytics)	Data Visualization and Communication	3	3	0	0	30	70	100	
OMBADS418T24	DSE (Business Analytics)	Data Mining Techniques	3	3	0	0	30	70	100	
OMBADS419T24	DSE (Digital Marketing)	Search Engine Optimization & Digital Content	3	3	0	0	30	70	100	
OMBADS420T24	DSE (Digital Marketing)	Social Media Strategy & Digital Engagement	3	3	0	0	30	70	100	

	OMBADS421T24	DSE (Digital Marketing)	Digital Analytics & Web Performance Metrics	3	3	0	0	30	70	100
	OMBADS422T24	DSE (Fintech)	Advanced Fintech Solutions	3	3	0	0	30	70	100
	OMBADS423T24	DSE (Fintech)	Financial Markets and Technology	3	3	0	0	30	70	100
	OMBADS424T24	DSE (Fintech)	Fintech Project Management	3	3	0	0	30	70	100
	OMBASE401T24	SEC	Business & Legal Environment	2	2	0	0	30	70	100
		OE/GE**		2	2	0	0	30	70	100
								<b>Total Credits 25</b>		

**Note:** \*\*Student has to select one Generic Elective course(GE) to avail 2 credits from MOOC (Eg: NPTEL )  
 \*Student will opt any one elective from above given Discipline specific electives and its 3 courses

*Note 1	GE	Generic Elective
	SEC	Skill Enhancement Course
	DSE	Discipline Specific Electives

### 3.4.2 Detailed Syllabus of MBA

Detailed syllabus of MBA is attached in Annexure-I.

### 3.5 Duration of the Program

Program	Level	Duration	Maximum duration for completion	Credits
MBA	Master's Degree	2 years (4 Semesters)	4 Years	104

### 3.6 Faculty and Support staff requirements (Refer Regulation Document for all Staff Details)

#### 3.4.1 Director

The selected candidate will assume the role of a permanent, full-time Professor, bringing expertise in overseeing and coordinating online and distance learning initiatives throughout their career. They will spearhead the CDOE-JNU department, ensuring seamless coordination among faculty, the technology



department, and staff. This individual will hold responsibilities encompassing both academic and administrative realms.

**KRA**

1. Oversee the operations of CDOE-JNU and the Learning Management System (LMS), in addition to supervising relevant staff members.
2. Foster collaboration among various faculties and supervisors to ensure the implementation of suitable pedagogical approaches and delivery of high-quality educational content.
3. Continuously assess the strengths and weaknesses of the program, offering appropriate solutions and enhancements as needed.

**3.4.2 Deputy Director**

The candidate is required to hold the position of Associate Professor in accordance with UGC Regulations 2018. Proficiency in Learning Management Systems (LMS) is essential, along with technical proficiency to facilitate and contribute to module development.

**KRA:-**

1. Collaborate with the Technical Manager to provide information manuals and documents to CDOE team members.
2. Develop the academic calendar for the academic sessions.
3. Review the timetable for live classes and interactive sessions, offering recommendations to the Program Coordinator as needed.
4. Approve the Content Matrix for each program, ensuring compliance with UGC guidelines.
5. Participate in syllabus design and updates in consultation with the Board of Studies and Academic Council of JNU to meet industry requirements.
6. Ensure academic planning, conduct academic audits, and implement academic policies.
7. Incorporate and implement changes in academic delivery as per UGC amendments.
8. Approve e-content and e-tutorials, forwarding them to the Technical Manager for upload on the LMS.
9. Monitor faculty members' live classes and interactive sessions, coordinating with the Program Coordinator to record attendance.
10. Maintain records of learner dropouts, actively minimizing dropout rates through student follow-up and support.

11. Issue academic notifications for lectures, events, content uploads, and examinations regularly.
12. Ensure adherence to the four-quadrant approach in academic practices.
13. Propose schedules for continuous internal assessments and end-term examinations, approving them for circulation.
14. Supply approved schedules to the Technical Manager for upload on the LMS.
15. Review reports on student performance and attendance in assessments periodically.
16. Ensure timely submission of internal assessment marks to the Controller of Examinations (CoE) and upload them as per schedule.
17. Monitor submission of examination forms and payment of examination fees by students within deadlines, communicating with the CoE as necessary.
18. Coordinate with the CoE for all examination-related matters at CDOE-JNU.
19. Arrange provision for industrial interface and provide assistance to students, coordinating with the Program Coordinator.
20. Organize orientation, Faculty Development Programs (FDP), and training programs for CDOE-JNU team members periodically.
21. Fulfill any other assigned functions as part of relevant committees or teams to ensure smooth functioning of CDOE-JNU.

### **3.4.3 Assistant Director**

The candidate must hold the position of Associate Professor as per UGC Regulations 2018 and possess prior experience in overseeing online education programs.

#### **KRA:-**

1. Coordinate with different departments that offer online programs.
2. Aid the Deputy Director in fulfilling daily responsibilities associated with the Online Program.
3. Ensure that courses are conducted according to schedule and without any errors.
4. Ensure timely completion of assigned tasks as directed by the Deputy Director.

### **3.4.4 Program Coordinator**

Each program will require the appointment of a Program Coordinator. Eligible candidates for this role must meet the qualifications outlined in the UGC Regulations 2018 for either Associate Professor or Assistant Professor.

### **KRA**

1. Prepare the timetable for live classes and interactive sessions, ensuring accessibility for both students and faculty, with approval from the Deputy Director.
2. Schedule or reschedule classes as needed.
3. Ensure course content aligns with the Content Matrix, coordinating with faculties and academic partners.
4. Develop a subject allocation plan in consultation with faculty members, seeking approval from the Deputy Director.
5. Maintain faculty attendance records and ensure regular participation in live classes and interactive sessions, reporting to the Deputy Director.
6. Ensure instructional delivery adheres to the Content Matrix and UGC regulations.
7. Review the quality and plagiarism of e-content and e-tutorials, coordinating with the Course Coordinator and submitting for approval to the Deputy Director.
8. Ensure timely availability of e-content, e-tutorials, and events on the LMS.
9. Assist the Deputy Director in uploading e-content and e-tutorials on the LMS in coordination with technical departments.
10. Provide technical support to faculty and students throughout the course duration.
11. Schedule and deliver live lectures punctually and without technical issues.
12. Monitor student attendance in live classes and interactive sessions, maintaining accurate records.
13. Ensure scheduled lectures are completed on time and utilize the allocated credit hours.
14. Schedule sessions with Visiting Faculty, subject to approval from the Director.
15. Coordinate with the Deputy Director for soft skill and value-added certificate programs to enhance students' career prospects.
16. Coordinate academic activities such as Discussion Forums with Course Coordinators.
17. Pace and plan continuous internal assessments, ensuring technical feasibility and effective communication.
18. Ensure assessment contents align with Quadrant-IV and are uploaded on the LMS by faculty.
19. Allocate faculty for student project work, establish completion timelines, communicate dissertation preparation guidelines, ensure plagiarism checks, and monitor topic diversity.

20. Ensure timely thesis submission and schedule viva-voce examinations for students.
21. Submit online program question papers within deadlines and communicate with the Controller of Examinations.
22. Monitor faculty evaluation and uploading of marks on the LMS.
23. Ensure timely completion of evaluations for publishing results within planned timelines, consulting with the Controller of Examinations.

### **3.4.5 Course Coordinator**

Each course will require the appointment of a Course Coordinator possessing subject expertise and industry knowledge necessary for academic delivery. Eligible candidates for this role must meet the qualifications and experience outlined in the UGC Regulations 2018 for Professor, Associate Professor, or Assistant Professor.

#### **KRA**

1. Familiarize oneself with the LMS operations before the session begins.
2. Prepare thoroughly for daily sessions, engaging students for the entire allocated time and fostering effective communication.
3. Organize Discussion Forums for clearing doubts and promptly respond to student queries via chat, email, phone, video, or other synchronous tools, adhering to university policies and SRM directives.
4. Provide regular feedback to students on discussion board activities, assignments, tests, etc.
5. Conduct plagiarism checks on all e-tutorials and e-content according to UGC's four-quadrant framework, reporting findings to the Program Coordinator.
6. Schedule regular assessments of course modules using the LMS platform.
7. Ensure assessments are conducted with integrity, reporting any instances of academic misconduct to the Program Coordinator.

### **3.4.6 Course Mentor**

For each batch of 250 students, the appointment of one Course Mentor is required. Eligible candidates for this role must meet the qualifications and experience outlined in the UGC Regulations 2018 for Assistant Professor.

#### **KRA**

1. Assist the Program Coordinator and Course Coordinator in sharing academic knowledge and resolving procedural queries as requested by students.
2. Supervise teacher-student interaction groups.
3. Aid the Course Coordinator in organizing and actively participating in discussion forums.
4. Develop mechanisms to improve learners' learning experiences through open dialogues, counseling, etc.
5. Ensure resolution of non-academic queries.

#### **3.4.7 Examinations**

##### *Deputy Controller of Examination (Dy. CoE)*

The Deputy Controller of Examinations (Dy. CoE) is responsible for overseeing and executing all functions related to the entire examination process.

#### **KRA**

1. Verify that students at CDOE-JNU meet examination eligibility criteria, in coordination with the Dy. Director.
2. Ensure students submit examination forms and pay fees within deadlines, in coordination with the Dy. Registrar and student cell.
3. Issue admit cards to compliant students at least 3 days before end-term examinations, coordinating with the academic team.
4. Prepare and release the Examination Time-Table.
5. Appoint qualified faculty examiners for online student assessments, whether internal or external.
6. Ensure timely receipt of question papers for online programs, adhering to guidelines, in coordination with the Dy. Director.
7. Ensure faculty examiners receive appropriate payment for paper checking fees, as per CDOE-JNU norms.
8. Ensure timely declaration of results and issuance of grade cards to students, in coordination with the given time-frame.

9. Disseminate notifications, guidelines, and regulations to promote awareness of examination policies and procedures among students and faculty members at CDOE-JNU.
10. Coordinate with CDOE-JNU for all matters concerning result declaration and grade-card issuance.

### 3.4.8 Technical Support Team

1. *Technical Manager (Operations)*– One Technical Manager is to be appointed.

#### **KRA**

- a) Upload academic content for delivery after approval from the Dy. Director.
- b) Develop e-tutorials and e-contents in alignment with the four-quadrants approach, UGC plagiarism guidelines, and branding guidelines of CDOE-JNU.
- c) Collaborate with other Technical Managers, ERP, and LMS providers for ongoing maintenance and issue resolution.

2. *Technical Associate (Audio-Video recording and editing)*– One Technical Associate is to be appointed.

#### **KRA**

- a) a) Record, edit, and execute tasks related to creating audio-video content for CDOE-JNU.
- b) b) Implement changes and develop audio-video content as directed by the Technical Manager and Director.

### 3.4.9 Administrative Staff Strength

The strength of the administrative staff shall constitute of:

1. *Deputy Registrar* – One individual is to be appointed with minimum Master’s degree qualification and five years of experience as an Assistant Registrar or an equivalent position. The individual should have expertise in adequate technology.

#### **KRA**

- i. Coordinate with the Admissions teams to ensure smooth functioning of the admission process at CDOE-JNU.
- ii. Ensure that Academic Bank of Credit (ABC) IDs are generated for all students after enrollment numbers are issued.
- iii. Approve and ensure regular notifications related to administration are sent to faculty and staff.

- iv. Conduct official correspondence with regulatory bodies, the Registrar's Office, and other stakeholders on behalf of CDOE-JNU.
- v. Approve and ensure regular administration-related notifications are sent to students.
- vi. Maintain records of student enrollment, including all necessary documents such as bonafide letters and NOCs.
- vii. Collect fees from students when applicable.
- viii. Conduct official correspondence with regulatory bodies, the Registrar's Office, and stakeholders as needed.
- ix. Ensure scholarship facilities are provided to students based on criteria set by JNU and other funding agencies.
- x. Ensure compliance with statutory regulations as per UGC, AICTE, and other regulatory bodies.
- xi. Organize induction and training programs for new recruits and staff members at CDOE-JNU.
- xii. Determine the need for recruiting staff members at various positions within the CDOE-JNU department.
- xiii. Determine employee salaries based on university criteria and communicate this information to the JNU accounts department.
- xiv. Ensure all required documents are submitted by employees for performance appraisals and communicate this to the Registrar's office.
- xv. Organize events for effective employee engagement as deemed necessary.
- xvi. Efficiently address employee grievances at CDOE-JNU.
- xvii. Oversee the grievance redressal process for students.
- xviii. Manage and oversee other duties related to the examinations, admissions, and technical departments.

## *2. Student Relationship Manager (SRM)*

CDOE-JNU will appoint two Student Relationship Managers (SRM), each with a minimum qualification of an undergraduate degree and at least two years of relevant experience in managing student relationships within an academic institution. Candidates should possess excellent communication skills and demonstrate the ability to collaborate effectively in teams.

### **KRA**

1. Establish and maintain relationships with prospective learners and their parents/guardians.
2. Assist learners in understanding the various courses offered and highlight their selling points.

3. Identify opportunities and weaknesses in the SRM systems and implement necessary changes.
4. Gather feedback and efficiently resolve complaints throughout the program duration.
5. Fulfill any other duties as required.

### 3.5 Instructional delivery mechanisms

JNU boasts a fully dedicated team of faculty members and staff proficient in delivering online lectures through CDOE – JNU. At the commencement of each session, students will receive the academic calendar via the Learning Management System (LMS). The distribution of self-learning material, audio, and video content to students will be facilitated through the LMS via the following delivery channels:

#### 3.5.1 Four Quadrants and Academic Delivery

No. of Credits	Duration	Live Sessions	Quadrant – I e-Tutorial		Quadrant – II e-Content	Quadrant – III Discussion Forum	Quadrant – IV Assessment
			(Recorded Lecture)	Open Source Videos	e-Content( E-book/ PDF & PPT)	Live Session ( 2hrs/week)	CIA
2	6 weeks	6 (1/week)	6 hrs	4 hrs	<ul style="list-style-type: none"> <li>• PPT and E-book/PDF</li> <li>• Reading time should be mentioned for each file</li> </ul>	Forum Topics – For raising of doubts and clarifying the same on real time basis by the Course Coordinator or his team	Multiple Choice Questions, Fill in the blanks, Practice Questions.
<b>Total Hours= 60</b>		<b>6 hrs</b>	<b>10 Hrs</b>		<b>10 Hrs</b>	<b>12 hrs</b>	<b>22 Hrs</b>
3	9 weeks	9 (1 session/week)	9	6	<ul style="list-style-type: none"> <li>• PPT and E-book/PDF</li> <li>Reading time should be mentioned for each file</li> </ul>	-same-	-same-
<b>Total Hours = 90</b>		<b>9 Hrs</b>	<b>15 Hrs</b>		<b>15 Hours</b>	<b>18 hrs</b>	<b>33 Hrs</b>
4	12 weeks	12 (1 session/week)	12	8	<ul style="list-style-type: none"> <li>• PPT and E-book/PDF</li> <li>Reading time should be mentioned for each file</li> </ul>	-same-	-same-
<b>Total Hours = 120</b>		<b>12 Hrs</b>	<b>20 Hrs</b>		<b>20 Hours</b>	<b>24 hrs</b>	<b>44 Hrs</b>

\*Proportionate Credit wise allocation would be done.



### 3.6 Identification of media-print, audio, or video, online, computer aided

The Learning Management System (LMS) serves as a comprehensive digital platform, offering a multitude of features including recorded faculty video lectures, real-time discussion forums, live sessions, e-content comprising study material, open source materials, and graded assessments.

For each module within a course, there will be one live session conducted by the respective faculty member, focusing on a specific topic. CDOE-JNU has curated study material that is clear and easily comprehensible, complete with concise summaries, self-assessment questions, and case studies.

Access to these course materials is facilitated through:

- Login credentials provided in the welcome email sent by the university
- Students can also log in via the University website at <https://lms.jnujaipur.ac.in/>.

#### Online Courseware

Through the Learning Management System (LMS), students will have access to a comprehensive array of course materials, including:

- e-Books (Self Learning Materials)
- Study Guides (PowerPoint presentations)
- Tutorial Videos
- Live Interactive Online Sessions
- Frequently Asked Questions (FAQs) and Misconceptions
- Web Resources for Research Purposes
- Practice Assignments
- Online Discussion Forums
- Enriching Content such as gamified elements and Value Added Content
- The LMS is organized with semester/year-wise buckets for subjects and specializations of the respective programs as enrolled.

The Dashboard feature of the LMS serves to track and monitor students' learning progress. It includes functionalities such as:

- Monitoring progress in learning
- Receiving regular notifications about upcoming webinars, virtual classes, assignments, discussion forum participations, and examinations
- Providing a platform for raising queries, which can be addressed by course coordinators, mentors, and faculty members. may be answered and conveyed by the course coordinators mentors and faculty.

### 3.7 Student Support Services

Students will have access to support services provided by CDOE-JNU through the Student Relationship Management (SRM) system for queries related to administration and general technical issues. A ticketing system integrated into the LMS will enable learners to connect with the CDOE-JNU technical team for support services, with resolutions handled by the appropriate authority. Notifications will also be sent to the Deputy Registrar to ensure queries are addressed within 24 hours or sooner.

For academic course-related queries, students can raise queries directly through an open discussion forum, which will notify the Course Coordinator, Program Coordinator, and Deputy Director. Queries should be resolved within 48 hours of being raised, with the Program Coordinator responsible for managing and resolving any unresolved matters. The Deputy Director will ensure the timely resolution of academic queries.

In addition to academic excellence, CDOE-JNU prioritizes the holistic development of its students. The department supports various initiatives to broaden students' opportunities and shape them into future leaders.

## 4. Assessment and Evaluation

### 4.1 Overview

The evaluation of students' learning will encompass internal assignments, quizzes, learner response sheets, and end-of-term examinations. CDOE-JNU follows a rigorous process in the development of question papers, creation of question and quiz banks, preparation and moderation of assignments, administration of examinations, analysis of answer scripts by qualified academics, and declaration of results. Question papers are meticulously framed to ensure comprehensive coverage of the syllabus.

The evaluation process will include two types of assessments:

Examination Name	Marks Division
Continuous internal assessment	30%
Summative assessment in the form of end-term examination. End-term examination will be held with proctored examination tool technology (follow <b>Annexure V</b> for guidelines and pre-requisites for Proctored Examination)	70%

The examinations are designed to evaluate the knowledge acquired during the study period.

For theory courses, internal evaluation will be conducted through Continuous Internal Assessment (CIA), which includes assignments and quizzes. The internal assessment will contribute a maximum of 30 marks for each course.

At the end of each semester, an end-of-semester online examination will be held for each course, lasting two hours.

**Guidelines issued by the Regulatory Bodies from time-to-time about conduct of examinations shall be considered and new guidelines if any will be implemented.**

#### **4.2 Question Paper Pattern**

**Online Exam Time: 2 Hours**

**Max. Marks: 70**

Exam will be comprising of 70 Multiple-Choice Questions (1 Mark Each) – 70 Marks

#### **4.3 Distribution of Marks in Continuous Internal Assessments**

The following procedure shall be followed for internal marks for theory courses. Weightage for Assignment is provided below:

<b>Particular</b>	<b>A1 (MCQ Type)</b>	<b>A2 (MCQ Type)</b>
<b>Marks</b>	15	15

Note: Refer to **Annexure VI** and **VII** for reference to the question paper pattern and formats of documents accepted. Students may re-appear for CIA up to next two semesters and has to follow the same procedure. For the last semester the academic rules shall apply.

#### **4.4 Statistical Method for the Award of Relative Grades**

<b>Letter Grade</b>	<b>Grade point</b>	<b>Range of Marks(%)</b>
O (Outstanding)	10	90-100
A+ (Excellent)	9	80-89
A (Very good)	8	70-79
B+ (Good)	7	60-69

B (Above average)	6	50-59
C (Average)	5	40-49
P (Pass)	4	35-39
F (Fail)	0	0-34
Ab (Absent)	0	Absent

Abbreviations:

CO	Core Course	MM	Maximum Marks
DSC	Discipline Specific Course	MO	Marks Obtained
GE	Generic Elective Course	SE	Skill Enhancement
AE	Ability Enhancement	DSE	Discipline Specific Elective

#### 4.4.1 Cumulative Grade Point Average (CGPA) and Semester Grade Point Average

##### Semester Grade Point Average (SGPA):

It is the summation of product of Credit Points and Grade Points divided by the summation of Credits of all Courses taught in a semester.

$$SGPA = \frac{\sum C.G.}{\sum C}$$

Where, G is grade and C. is credit for a Course.

##### Cumulative Grade Point Average (CGPA): $CGPA = \frac{\sum (C_i \times S_i)}{\sum C_i}$

Where, S<sub>i</sub> is the SGPA of the semester and C<sub>i</sub> is the total number of credits in that semester.

The SGPA and CGPA shall be rounded off to 2 decimal points and reported in the transcripts.

Note:

- In case of any mistake being detected in the preparation of the Grade Statement at any stage or when it is brought to the notice of the concerned authority the University shall have the right to make necessary corrections.

#### 4.4.2 Cumulative Grade Point Average (CGPA)

CGPA will be used to describe the overall performance of a student in all courses in which letter grades are awarded since his entry into the University or transferred from other University upto the latest semester as per the procedure provided in JNU Academic Regulations. It is the weighted average of the grade points of all the letter grades received by the

student from his entry into the University or transferred from other University. Since multiple performance in a course in which the student has already received a grade is possible, whenever through such a process a new grade is obtained, it will replace the earlier one in the calculation of CGPA. On the other hand, if through this process merely a report emerges, this event by itself will not alter the CGPA.

A student's grades, reports, CGPA, etc. at the end of every semester/term will be recorded on a grade card, a copy of which will be issued to him. The grade card will be withheld if a student has not paid his dues or when there is a pending case of breach of discipline or a case of unfair means against him.

The faculty members also responsible for maintaining the complete records of each student's attendance, performance in different components of evaluation. If a scrutiny or statistical analysis becomes necessary, the above records and any other pertinent information should be made available by the faculty member of the course.

#### **4.4.3 Conversion Factor**

Formula for Conversion of CGPA to Percentage:

$$\text{Percentage of marks} = \text{CGPA} \times 10$$

#### **4.5 Grade card**

All grades and reports and other pertinent information for a semester are given in a grade card which is a complete record of the outcome of what was intended in the original registration. The various grades and reports would be appropriately used to tally the grade card with the original registration.

Chronologically organized information from the grade cards of a student with the necessary explanation constitutes is transcript which is issued at the time the student leaves the University or at an intermediate point on request.

##### **4.5.1 Grade cards and Certification – Student Communication**

- The student can get soft copy of grade cards through the University website, the hard copy grade card would be provided only after successfully completion of full program along with degree certificate.
- Once the student completes all the mandated assignments, examinations and projects (if applicable) the final mark sheet/grade card and certificate would be dispatched by the University to the student registered address.
- All pending payments/dues need to be cleared by the student, before the final certification.
- If required, the University may request the mandatory documents from student as submitted during admission time, the students may have to re-submit the same if required during final degree certification.
- Students need to apply for degree by filling the degree application form and submit all the required documents and the applicable degree processing application fees as mentioned in this document.

#### **4.5.2 Online Results, grade card and Degree Logistics–Internal Process**

- After verification of all data by the Controller of Examination, the results would be published on the CDOE-JNU website.
- Students need to download and save the copy of semester / year wise results.

CDOE-JNU would provide hard copy grade cards and degree certificate at the end of the program to students who have successfully completed the program. Students who successfully completed the program will receive hard copy mark sheet/grade cards and a degree certificate from the University at the end of the program. A provision for On Demand Mark Sheets can be provided wherein student would have to fill the requisition and pay postal charges enabling university to dispatch the hard copy marksheets as requested by the student; prior to completion of the overall program.

### **5. Requirement of the Laboratory Support and Library Resources**

#### **5.1 Laboratory Support**

Jaipur National University offers access to state-of-the-art laboratories equipped with the latest tools and resources necessary for research and analytical work. The laboratory support at JNU aims to foster a robust research environment, encouraging students to develop essential skills required for their academic and professional growth.

#### **5.2 Library Resources**

The Central Library at CDOE-JNU offers a comprehensive range of sections, including reference, circulation, audio-visual, periodical, book-bank, digital library, and reprographic sections. With a collection exceeding 1,00,000 books, the library also provides access to e-journals, online databases such as Scopus and Web of Science, and institutional repositories featuring rare book collections. University has 449 subscriptions of online and offline Journals. Equipped with modern facilities like reading rooms, computer labs, and quiet study areas, the library fosters a conducive environment for learning and intellectual growth. Additionally, the library frequently organizes workshops, seminars, and exhibitions to enhance academic engagement and promote a culture of continuous learning.

All electronic resources can be accessed seamlessly through the Local Area Network (LAN) on campus, as well as remotely via login credentials. This ensures convenient access to resources for students, faculty, and researchers both on-site and off-site.

### **6. Cost Estimate of the Program and the Provisions**

The Estimate of Cost & Budget could be as follows (all figures on Annual basis) :

<b>Sl. No.</b>	<b>Expenditure Heads</b>	<b>Approx. Amount</b>
1	Program Development (Single Time Investment)	73,00,000 INR

2	Program Delivery (Per Year)	15,00,000 INR
3	Program Maintenance (Per Year)	49,00,000 INR

## 7. Quality Assurance Mechanism

The quality of a program hinges upon the course curriculum, syllabus, and academic delivery, all of which are meticulously designed to bridge the gap between industry standards and academia. To uphold this standard, the Centre for Internal Quality Assurance (CIQA) and the Academic Council play crucial roles.

The Academic Council is entrusted with ratifying the curriculum and any proposed changes recommended by CIQA to ensure the continual enhancement and maintenance of quality in online education at CDOE-JNU.

The Centre for Internal Quality Assurance (CIQA) is tasked with several responsibilities:

- (i) Conducting periodic assessments of online learning course materials and audio-video tutorials to maintain the quality of learning.
- (ii) Soliciting stakeholder feedback and implementing recommended changes to meet the evolving needs of course delivery and industry requirements.
- (iii) Evaluating the quality of assignments, quizzes, and end-term assessments and providing suggestions for enhancements to sustain the learning program's standards.
- (iv) Ensuring that the learning experience is truly global, aligning with program outcomes and reflecting the vision and mission of JNU.

The Chief Operating Officer (CoE) of the University oversees examinations and the evaluation system to ensure fairness and integrity in the assessment process.

CDOE-JNU is committed to continual improvement, striving to enhance processes, assessments, teaching methodologies, and e-learning materials in line with the four-quadrant approach and the implementation of the New Education Policy (NEP). The University is dedicated to delivering exceptional education across all learning modes while adhering to NEP, UGC, and other regulatory guidelines, fostering a truly global educational environment.



## Semester I

<b>Course Nomenclature</b>	<b>MANAGEMENT ACCOUNTING</b>	
<b>Year/Semester</b>	<b>I/I</b>	
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>7. Enumerate the applicability of basic accounting concepts and conventions</li> <li>8. Interpret the accounting standards and principles to record business transactions</li> <li>9. Compute the different types of financial statement to provide the meaningful information to external and internal users.</li> <li>10. Choose Management and Cost accounting concepts to take effective management decisions.</li> <li>11. Assess different types of budgets and variances to take effective management decisions</li> <li>12. Construct Cash Flow, Fund Flow and Balance Sheet on the basis of profitability, liquidity, and solvency ratios.</li> </ol>	
Unit I	Meaning and scope of Accounting, Accounting <b>Principles:</b> Concepts, conventions and accounting equation. Accounting Process. Overview of Depreciation, Provision and Reserve. Introduction of Accounting Standards and IFRS.	
Unit II	Analyzing of Balance Sheet and Income Statement (Profit and Loss Account) for Manufacturing, Trading and Service concerns with adjustments. Accounting for Non-Profit Organization: Receipt and Payment Accounts, Income and Expenditure Accounts and Balance Sheet.	
Unit III	Introduction of Management Accounting, Marginal costing and absorption costing, Cost volume profit analysis and break-even analysis, Framework for Budgeting: Installation of Budget, Types and Uses of Budgets. Standard Costing and Variance Analysis.	
Unit IV	Comparative and common size financial statements, Trend analysis, Ratio analysis- types, uses and interpretation and Financial Reporting, Funds Flow and Cash Flow Statement analysis as per AS3. Overview of Responsibility Accounting and Human Resource Accounting.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.



➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>4. Shah, Paresh, Management Accounting, Oxford University Press, 2017</li> <li>5. Maheshwari S.N. and Maheshwari S.K., Advanced Accountancy Volume -II, S Chand And Company Ltd., 2022</li> <li>6. Gordon E. Jeyaram N. Sundram N. and Jayachandram R., Management Accounting, Himalaya Publishing House, 2016</li> </ol>
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		<p>7. Khan and Jain, Management Accounting, Tata Mc. Graw Hill, 2017</p> <p>8. Pareek, Khandelwal and Jain, Fundamentals of Accounting, Ramesh Book Depot, 2016</p> <p>9. Pandey, I.M., Management Accounting, Vikas Publishing House Pvt. Ltd., 2018</p>
➤	Online resources	Journal of Management Accounting Research, The Management Accountant Journal, International Journal of Managerial and Financial Accounting, Journal of Accounting & Marketing

<b>Course Nomenclature</b>	<b>QUANTITATIVE TECHNIQUES FOR MANAGEMENT</b>
<b>Year/Semester</b>	<b>I/I</b>
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>7. State relevance &amp; need of quantitative methods for making business decisions.</li> <li>8. Explain the different probability distributions and their applications.</li> <li>9. Apply the formulation and solution of Linear programming problems.</li> <li>10. Analyze and interpret statistical values by using statistical tools (Correlation &amp; Regression)</li> <li>11. Evaluate optimization problems like transportation and assignment problem mathematically</li> <li>12. Build an ability to apply various statistical tool to solve business problem.</li> </ol>
Unit I	Concept Model Building for Business Decisions. Role and Scope of Models in Business and Industry. Matrix Algebra Determinations. Solving linear equations by using matrices. Output Model in Matrices. Basic concepts of differentiation.
Unit II	Linear Programme, Problem formulation and Graphical methods of solution. Simplex method- Big M Method Two phase method, Elementary ideas about duality, Transportation and Assignment models
Unit III	Elements of Statistical Probability. Probability Distributions -Binomial, Poisson and Normal. Correlation and Regression.

Unit IV	Decision Theory, Decision making under uncertainty, Criterion of Maximum, Minimum, Maxi-min and Mini-max, Laplace and Hurwitz criteria. Decision-making under risk, Bayesian approach. Decision Tress Analysis, Game Theory-Types of Games. Two person zero sum games; Mixed strategy-Graphical Method, Algebraic Method, Arithmetic Method; Queuing Theory. Replacement Theory: Replacement Problems: Replacement of items that deteriorate with time; Replacement of items that fail completely; staffing problem	
➤	Learner	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books,

	support Material	online PDF material etc.
➤	Text books (Latest Editions)	6. Render Barry, Slair Ralph M., Jr. Hanna & Michael E., Quantitative Analysis for Management, Pearson Education, 2016. 7. Khandelwal R.S. and Gupta B.L. , Operations Research and Quantitative Techniques, Ajmera Book Company, 2015 8. Vohra, N D, Quantitative Techniques for Management, Mc Graw Hill, 2017 9. Sharma J.K., Quantitative Methods (Theory and applications), MacMillan, 2017 10. Veerachamy R., Quantitative Methods for Economists, New Age Publishers, 2019
➤	Online resources	International Journal of Quantitative and Qualitative Research Methods, Journal of Applied Quantitative Methods, Journal of Modern Applied Statistical Methods

<b>Course Nomenclature</b>	<b>MANAGERIAL ECONOMICS</b>
<b>Year/Semester</b>	<b>I/I</b>
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>7. Identification of basics of Managerial Economics, Concepts and Principles.</li> <li>8. Study of Law of Demand &amp; Law of Supply and their application in trade and business</li> <li>9. Determine Laws of Return and Returns to Scale</li> <li>10. How Price and Output in determined in different types of market</li> <li>11. Assess the role of Monetary and Fiscal Policy</li> <li>12. Design the model for control of Business Cycles</li> </ol>
<b>Unit</b>	Nature, Scope and concepts of Managerial Economics; Role and Responsibility of a Managerial Economist. Micro Economics vs. Managerial Economics. Utility Analysis: Law of Diminishing Marginal Utility, Law of Equi-marginal Utility. Consumer's Surplus; Indifference Curve Analysis; Theory of Demand & Supply. Elasticity of demand and Supply, Demand Forecasting. Law of variable Proportion.
<b>Unit II</b>	Concept of Production, Factors of Production, and Production function: Laws of Return, Return to Scale. Concept of Cost, Types of Costs, Cost output relationship in the short-run and long-run. Concept of Revenue. Cost control.

Unit III	Market structure, Concept of Market, Price and Output determination under Perfect Competition and Imperfect Competition: Monopoly, Monopolistic Competition, Oligopoly, Product differentiation, Cartels. Pricing Strategies;
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	full cost pricing, product line pricing, price skimming, penetration pricing. Price discrimination, Dumping
Unit IV	Business Cycles, National Income and economic welfare: Concept, Measurement. Inflation, Monetary Policy & Fiscal Policy. Inflation; Balance of Payments.
➤	Learner support Material NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions) 6. Dominic Salvatore: Managerial Economics: Principles & Worldwide Applications 6/E, Adapted Version, Oxford University Press. 2007 7. Mehta, P.L. Managerial Economics. Sultan Chand And Sons, New Delhi 2008 8. Diwedi, D.N, Managerial Economics, Vikas Publication, New Delhi. 2010 9. Gupta G.S., Managerial Economics, Tata McGraw Hill, New Delhi. 2011 10. Jhingan, M.L, Stephen J.K. “Managerial Economics”. Vrindha publications(p) ltd, Delhi, 2012
➤	Online resources Business and Economic Journal, International Journal of Economics & Management Sciences

<b>Course Nomenclature</b>	<b>COMPUTER APPLICATION IN MANAGEMENT</b>
<b>Year/Semester</b>	<b>I/I</b>
<b>Course Outcomes</b>	By the end of this course students will be able to:  7. Enumerate the basic components of computer along with type of software used for professional as well as day today life. 8. Demonstrate the different tools of MS Office. 9. Uses of various models of database management system. 10. Identify the advantage of computing power in office 11. Decide the data communication networks and IT outsourcing 12. Prepare Data with the help of Various tools of MS- Office
Unit I	Classification of computer and their application. Input and Output devices, Central Processing Unit and types of memory; Types of Software. Windows Operating System and introduction to GUI-desktop and its elements.

Unit II	MS Word- Text formatting features - Insert pictures, change the page setting, add bullets and numbering, borders and shading, Table handling -- Insert tables – insert/delete rows and columns, merge and split cells. Mail merge, Inserting an object, Comments, Header and footer, Hyperlinks. MS Excel- Features of spreadsheet - Range, formulas and Statistical functions: SUM (),
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	AVERAGE (), MAX (), MIN (), - Cell referencing - Application of spreadsheet. MS Power Point Slide presentation for business - Creating a presentation - Adding various effects.	
Unit III	IT Outsourcing, Types of Networks and their role in business organizations- Internet, Intranet, Extranet, Local Area Network, Wide Area Network. Characteristics of effective network. Data communication concepts: Components of Data Communication, Data Transmission modes- Simplex, Half Duplex and Full Duplex Modes. Protocols and Topologies. World-Wide Web, E-mail, search engine. Applications of Internet for Business and Research	
Unit IV	Objectives, Advantages & Disadvantages. Entity-Relationship diagram; Hierarchical Model, Network Model, Relational Model. Advance Technologies-Object-Oriented DB, Distributed DB, Client Server Systems.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	7. Norton, Introduction to Computers, Tata McGraw-Hill, 2011 8. Jawedkar, Management Information Systems - Tata McGraw-Hill, 2020 9. Tanenbaum, Computer Network, Pearson, 2017 10. Rajaraman .V, Fundamentals of Computers, Prentice Hall, 2006 11. Sinha and Sinha ,Computer Fundamentals, BPB publications, 2007 12. Norton, Introduction to Computers, Tata McGraw-Hill, 2008
➤	Online resources	International Journal for Computer network & Communication, Journal of Computer & System Sciences, International Journal of Computers & Applications

<b>Course Nomenclature</b>	<b>ENVIRONMENTAL AND DISASTER MANAGEMENT</b>
<b>Year/Semester</b>	<b>I/I</b>



<b>Course Outcomes</b>	By the end of this course students will be able to:  <ol style="list-style-type: none"><li>4. Explain the fundamentals of Disaster Management, Implications of Human Population Growth and various environmental and social issues.</li><li>5. Describe the Concept of Ecosystem and would develop an understanding about the Environmental clearance and Environmental Management System standards.</li><li>6. Apply the concept of “Environmental Accounting, Environmental</li></ol>
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	Auditing and Environmental Ethics in an organization. 7. Categorize different types of pollution and various acts related with the pollution. 8. Justify causes and effects of Solid waste management and importance of Water Conservation and Intellectual Property Rights. 9. Develop knowledge about types of natural disasters & manmade disasters and the concept of Disaster Management.	
Unit I	Environmental Management: Fundamentals; Sustainable Development, Implications of Human Population Growth, Limits to Growth, Role and importance of Environmental Studies. Environment and social issues: Energy Management; Fundamentals, Types of Energy Resources, Fossil Fuels Use, Energy Production.	
Unit II	Ecosystem: Basic Concept, Kinds of Eco System and their Applications in Business, Industrial Ecology; Environmental Management System: EMS Standards, ISO 14000. Environmental Clearance/Permissions for Establishing Industry.	
Unit III	Environment Accounting, Environmental Audit and Environmental Ethics. Green Marketing, Eco Labeling. Acts relating with Air, Noise, Water and Land Pollution. Solid Waste Management :Causes, effects and control measures of urban and industrial wastes, Intellectual Property Rights, Water Conservation.	
Unit IV	Disaster Management: Meaning of natural disasters & man made disasters their types and effects. Concepts & Objectives of disaster management, Strategy for disaster reduction. National Council for Tsunami Research and Role of State Disaster Response Fund. Government's Role in Disaster Management through Control of Information.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
	➤ Text books (Latest Editions)	7. Bal, Anand S., Environmental Science Foundation, Himalaya Publishing House 2021. 8. Behra & Khan, Environmental Management, Himalaya Publishing House, 2011 9. Joseph, Benny, Environmental Studies, Tata McGraw Hill 2018 10. Gupta, N. Das, Environmental Accounting, S. Chand & Company Limited 2014. 11. Mohanty, S.K, Environmental and Pollution Law Manual, Universal Law Publishing Co.. 2015 12. Ponmani, S., Environmental Studies & Disaster Management, Agrobias, 2018

➤	Online resources	Journal of Environmental Planning and Management. Asian Journal of Environment and Disaster Management (AJEDM) <a href="https://www.journals.elsevier.com/international-journal-of-disaster-risk-reduction">https://www.journals.elsevier.com/international-journal-of-disaster-risk-reduction</a>  <a href="https://www.emerald.com/insight/publication/issn/0965-3562">https://www.emerald.com/insight/publication/issn/0965-3562</a>
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<b>Course Nomenclature</b>	<b>PRINCIPLES AND PRACTICES OF MANAGEMENT</b>	
<b>Year/Semester</b>	<b>I/I</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to: <ul style="list-style-type: none"> <li>7. Define Management and its various functions. State the various roles of a manager</li> <li>8. Understand the concept of Planning and the various stages in planning process.</li> <li>9. Determine the role of staffing and the various functions involved in it.</li> <li>10. Acquire knowledge about various theories and concepts pertaining to Leadership and Motivation.</li> <li>11. Evaluate the various techniques of controlling.</li> <li>12. Create the various techniques of coordination.</li> </ul>	
Unit I	Management: Overview, Functions and Scope of Management, Managerial Skills, roles and responsibilities, School of Management Thought-Classical, Neoclassical and Modern, System and Contingency Approach.	
Unit II	Importance, Process, limitations, Principles, and types of Plans, Coordination: Meaning & Importance, Principles and Techniques of Coordination, Concept of Managerial Effectiveness. Fundamentals of Organizing- Purpose and process, Formal and informal organization; Forms of Organization structure. Management by Objectives: Benefits, Limitations & Process. Management by Exception: Meaning & Importance	
Unit III	Elements of Direction - Leadership, Motivation, Supervision & Communication. Leadership: Trait, Behavioral & Situational theories of leadership and its styles	
Unit IV	Nature, importance, types and basic process, need theories of motivation- Maslow, Herzberg, McClelland, Vroom, Porter and Lawler, Cognitive and behavioral theories. Control - Nature, purpose, process and control techniques. Corporate Social Responsibility, Emerging trends and Challenges for managers in global scenario	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1. Robbins, S., Coulter, M., Cenzo, D. D., Fundamentals of Management, Global Edition, 2019 2. Koontz, H., Welhrich, H., Aryasri, R., Principles of Management, Tata McGraw Hill, 2016 3. Robbins & Coulter, Management, Pearson Education, 14 <sup>th</sup> edition, 2019

	4. Decenzo, D, A. & Robbins S.P., Fundamentals of Management: Essential Concepts and Applications (Pearson Education, 8 <sup>th</sup> edition,2013
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		7. Prasad, L.M. -Principles and Practice of Management, Sultan Chand & Sons, 2019. 8. Pillai, R.S.N., Kala, S., Principles and practice of Management, S.Chand, 2013
➤	Online resources	The Design Principles and Practice Journal, Journal of Management Policies and Practices <a href="https://www.tandfonline.com/toc/rijh20/current">https://www.tandfonline.com/toc/rijh20/current</a> Human Resource Management Journal <a href="https://journals.sagepub.com/home/hrm">https://journals.sagepub.com/home/hrm</a> <a href="http://www.jcreview.com/fulltext/197-1590730210.pdf">http://www.jcreview.com/fulltext/197-1590730210.pdf</a> Journal of critical Reviews

<b>Course Nomenclature</b>	<b>ORGANIZATIONAL BEHAVIOUR &amp; DESIGN</b>
<b>Year/Semester</b>	<b>I/I</b>
<b>Course Outcomes</b>	By the end of this course students will be able to:  7. Describe the concept and basic nature of Organizational Behavior. 8. Explain the concepts of Personality, Learning, Attitude and Perception. 9. Determine the various aspects related to Group Behavior & Work Stress 10. Categorize the conflict management within an organization. 11. Decide the Organization Culture, Power and Politics. 12. Develop the mechanism of Managing Change within an organization.
Unit I	Organizational Behavior: Concept, Assumptions, Importance and Challenges. Different models of OB: Autocratic, Custodial, and Supportive. Individual Behavior: Models & Determinants. Disciplines that Contribute to the field of OB.
Unit II	Learning: Concept, Importance and Theories. Attitude: Concept, Importance, Components and its formation. Perception: Concept, Perceptual process and Errors. Stress Management. Personality: Concept, Types and Theories The Big Five personality model, Johari Window, Transaction Analysis.
Unit III	Foundations of Group Behavior: Concept, stages of group development, Types of Groups, stages of group development, Group decision making, Team Effectiveness & Team Building Self Managed Teams. Conflict: Concept, Functional and Dysfunctional conflict, Sources of Conflict, Stages of Conflict, Conflict Handling Strategies. An Overview of Organization Culture. Power and Politics.

Unit IV	Organizational Design: Concept, Elements and Models: Mechanistic and Organic. Organizational Change: Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change.. Virtual organization: Concept, Characteristics and Types, Organizational
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	learning and Knowledge Management.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<p>6. Aswathappa, K. Organizational Behaviour. Himalaya Publishing House, 12th Edition, 2016</p> <p>7. Robbins, S. P. &amp; Judge, T.A. Organizational Behavior, Pearson Education, 15<sup>th</sup> edition, 2012</p> <p>8. Greenberg, J. Baron, A.R. Behaviour in Organizations. PHI learning Pvt. Limited, New Delhi, 2010</p> <p>9. Robbins, S.P. Timothy, A.J. Sanghi, S. Organizational Behaviour. Pearson Education, 2009</p> <p>10. Daft, L.R. Organization Theory and Design. Thomson, 8<sup>th</sup> Edition, 2007</p>
➤	Online resources	International Journal of Organization Theory & Behavior Journal of Organization and Human Behaviour

<b>Course Nomenclature</b>	<b>BUSINESS COMMUNICATION</b>
<b>Year/Semester</b>	<b>I/I</b>
<b>Learning Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>7. Discuss the basics, process and principles of Business Communication.</li> <li>8. Illustrate various types and medium of communication.</li> <li>9. Solve barriers to effective communication and ways to overcome these barriers.</li> <li>10. Sketch all types of written Business correspondence, circulars, notices, reports and applications.</li> <li>11. Justify the fundamentals of writing different types of Business letters (Letter of Acceptance, Sales letter, Complaint letter).</li> <li>12. Design winning presentations and CV/Resume.</li> </ol>
Unit I	An overview of Business Communication; Process of Business Communication, Principles of Effective Communication: 7 C's and 4 S's, Types of communication: upward, downward, horizontal, verbal, non verbal, formal and informal, grapevine, consensus. Media of Communication-Oral, written, face to face, audio- visual, computer based communication
Unit II	Models of Communication: Aristotle's model, Claude Shannon and Warren Weaver model, David Berlo's S-M-C-R model, Lasswell's model. Communication Barriers: Physical, Semantic, Socio-Cultural, Psychological. Ways to overcome these Barriers. Effective Listening: An overview



Unit III	Tools and Techniques of effective Presentation, Types/Styles of presentation,
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	Essentials of effective Written Correspondence, Business Letters and Report writing: Memorandum, Notices, Circulars and Office Orders, Termination Letter, Transfer letter, enquiry letter, order letter, sales letter and complaint letter.	
Unit IV	Employment Communication: Curriculum Vitae/Resume Writing, offer of employment, letter of acceptance, letter of resignation, how to face interview, Group Discussion, Brainstorming/Brain stiling. Media management – the press release- press conference – media interviews Seminars – workshop – conferences. Communication as building blocks for personality: Body language, Postures and Gestures, Business Etiquettes,Negotiating for Business: Strategy & Tactics	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	6. Rangrajan C., Communication Theory and Models, Himalaya Publishing House, 2014 7. Rao Dr. Nageshwar and Das Dr. P. ,Communication Skills, Himalaya Publishing House, 2014 8. Pal Rajendra and Korlahalli JS ,Essentials of Business Communication, Sultan Chand And Sons 2013 9. Mohan Krishna and Banerji Meera, Developing Communication Skills, McMillan Publishers,2000 10. KaulAsha, Effective Business Communication, PrenticeHall of India, 2005
➤	Online resources	Journal of Business Communication, International Journal of Marketing & Business Communication, International Journal of Business Communication-Sage Publications

## Semester II

<b>Course Nomenclature</b>	<b>HUMAN RESOURCE MANAGEMENT</b>
<b>Year/Semester</b>	<b>I/II</b>

<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>5. Describe the importance and functions of Human Resource Management in the organizations.</li> <li>6. Explain the concepts of training, developing and appraising the employees</li> <li>7. Operate the knowledge of procedures and practices involved in Human Resource Procurement.</li> <li>8. Classify the various elements of Compensation System in the organizations along with an overview of dynamics of Industrial Relations.</li> </ol>	
	<ol style="list-style-type: none"> <li>7. Assess how efficiently utilize the work force to maintain productivity.</li> <li>8. Design the latest trends and practices pertaining to Human Resource Management.</li> </ol>	
Unit I	Introduction and Scope, Human Resource Planning-Concept, Process, Job Design-Concept approaches, Job analysis, Strategic Human Resource Management.	
Unit II	Recruitment, Selection and Induction, Training and Development: Training process, on the job and off the job methods, HRD-Concept and need. Career Planning and Management.	
Unit III	Job evaluation, Performance appraisal – Process, Methods & Limitations, Potential Appraisal, Internal mobility. Morale and productivity. An Overview of Industrial Relations and Dispute Settlement Machinery, Grievance Management.	
Unit IV	Employee compensation-purpose and importance, monetary and non monetary rewards, Green HRM, Workers participation in Management, Employee empowerment, Changing role of HR and Emerging trends in HRM.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

➤	Text books (Latest Editions)	<p>7. V.S.P. Rao, Human Resource Management, Taxman's Excel Books August 2020</p> <p>8. Snell &amp; Bohlander, Human Resource Management: Thomson South Western, 2020</p> <p>9. Dessler, A Framework for HRM Personnel : Pearson Education, 2013</p> <p>10. Bhattacharya, Kr Deepak, Human Resource Management., Excel Books,2012</p> <p>11. Prasad, L, M., Human Resource Management, Sultan Chand &amp; Son's 2018</p> <p>12. Gary Dessler &amp; Biju Varrkey, Human Resource Management, Pearson, Sixteenth Edition, 15 November, 2020</p>
➤	Online resources	<p>Human Resource Management Review, Journal of Human Resource Management <a href="https://www.tandfonline.com/toc/rijh20/current">https://www.tandfonline.com/toc/rijh20/current</a></p> <p>Human Resource Management Journal <a href="https://journals.sagepub.com/home/hrm">https://journals.sagepub.com/home/hrm</a></p>

<b>Course Nomenclature</b>	<b>CORPORATE FINANCE</b>
<b>Year/Semester</b>	<b>I/II</b>
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>7. Describe the financial environment in which a company operates and get knowledge of the procurement and utilization of funds in order to maintain an adequate cash flow in the business.</li> <li>8. Interpret a relationship between risk and return of the securities and the combination of debt and equity in the capital structure of the company to make effective financial decisions.</li> <li>9. Choose the techniques for estimating the cost of each component of the cost of capital.</li> <li>10. Select different techniques of capital budgeting in order to assess the viability of different projects and also calculate risk associated with the projects.</li> <li>11. Assess the requirement of working capital for the business operations and manage the debtors, stock and cash accordingly.</li> <li>12. Synthesize various factors which affect the dividend decision in order to figure out the dividend.</li> </ol>

Unit I	Financial Management –Meaning, importance and objectives, organizing finance function, Time value of money; Financing Decision: Long-term and short term sources of finance. Overview of risk & return and valuation of securities.	
Unit II	Investment Decisions: Capital budgeting; profitability evaluation techniques and risk incorporation methods. Cost of capital, capital structure theory and determinants of capital structure.	
Unit III	Leverages- concept of operating financial and combined leverages, Management of working capital – Management of receivables, overview of Inventory Management, Management of cash.	
Unit IV	Concept of retained earning and plough back of profits, relevancy and irrelevancy theory of dividend decision; Walter’s model; Gordon’s Model and Modigliani Miller model; Factor affecting dividend decision.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	5. Pandey, I. M., Financial Management, Vikas Publishing House, 2016 6. Chandra, Prasanna, Financial Management (Theory & Practice), Tata Mc. Graw Hill Education Private Limited, 2019 7. Khan, M. Y. & Jain, P. K., Financial Management- Text , Problems & Cases, Tata Mc. Graw Hill Publishing Company Limited, 2018 8. Agarwal, M. R., Financial Management, Vikas Publishing House, 2014
		5. Kothari & Rajesh, Financial Management: A Contemporary Approach, Sage Publication, 2016
➤	Online resources	Journal of Risk and Financial Management, Journal of Multinational Financial Management, Journal of Financial Management of Property and Construction, Journal of Corporate Finance, Journal of Corporate Accounting & Finance

<b>Course Nomenclature</b>	<b>MARKETING MANAGEMENT</b>
<b>Year/Semester</b>	<b>I/II</b>

<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>7. Describe the various concepts and orientations of marketing.</li> <li>8. Explain the 7 P's of marketing and understanding the macro and micro environment of an organization.</li> <li>9. Significance of research in marketing and understanding the consumer purchase behavior.</li> <li>10. Explain Market Segmentation and its classification.</li> <li>11. Explain the concepts of a product mix and product life cycle. Describe the process of New Product Development.</li> <li>12. Creating different marketing strategies for product promotion. Role and relevance of digital marketing and relationship marketing.</li> </ol>
Unit I	<p>Marketing: Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market Competition, Key customer markets, market places, market spaces, Meta-markets, Digital Markets, Brick &amp; Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Company orientation towards market place: Product –Production - Sales – Marketing –Societal- Holistic Marketing Orientation. Selling versus marketing. Marketing Myopia. Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing environment –. Environmental Scanning, Analysing the Organization's Micro Environment, Company's Macro Environment, Differences between Micro and Macro Environment, Techniques of Environment Scanning</p>
Unit II	<p>Meaning, factors affecting Consumer Behavior, Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Differences between Consumer and Business Buyer Behavior, Market segmentation &amp; targeting: Significance, Characteristics of segment and basis for segmentation, Positioning.</p>
Unit III	<p>Concept &amp; classification of product, product mix &amp; product line. Packaging and labeling decision An overview of Marketing of services, New Product</p>

	Development process, and Product life cycle: Factors affecting each stage and strategies, Pricing Decisions: objectives, Factors affecting price determination, pricing strategies. Types, Characteristics and functions of Distribution Channels	
Unit IV	Advertisement, sales promotion, Direct marketing, personal selling, Publicity and Integrated Marketing Communications. Emerging issues in Marketing- Rural Marketing, Green Marketing, An introduction to Digital Marketing, Consumerism, International marketing, Relationship marketing and Relevance in modern economy.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Kotler, P., &amp; Keller, K. L. Marketing management. Pearson Prentice Hall, 2016</li> <li>2. Etzel, Michael J.; Walker, Bruce J.; Stanton, William J and Pandit, Ajay : Marketing – Concepts and Cases, Tata McGraw Hill, 2019</li> <li>3. Ramaswamy V.S. &amp; Namakumari D., 'Marketing Management: Global perspective Indian context, Macmillan Publishers India Ltd., 2018</li> <li>4. Bose, Biplab B., 'Marketing Management', Himalaya Publishing House, Mumbai, 2010</li> <li>5. Saxena Rajan, 'Marketing Management', Tata McGraw Hill, New Delhi, 2019.</li> <li>6. Cant, M. C., Strydom, J. W., Jooste, C. J., &amp; du Plessis, P. J. (Eds.). Marketing management. Juta and Company Ltd. 2009</li> </ol>
➤	Online resources	Journal of Marketing Management, International Journal of Marketing Management

<b>Course Nomenclature</b>	<b>OPERATIONS &amp; PRODUCTION MANAGEMENT</b>
<b>Year/Semester</b>	<b>I/II</b>

<b>Course Outcomes</b>	By the end of this course students will be able to:  <ol style="list-style-type: none"><li>7. Define the fundamentals of operations function and Production &amp; Operation Management.</li><li>8. Explain with the Concept of Facility location and Facility Layout Planning and would be able to make strategic decisions.</li><li>9. Use Production planning and Inventory Management techniques.</li><li>10. Apply Maintenance and Work Study.</li><li>11. Develop an understanding of production as a process of converting or transforming resources into products</li><li>12. Create Quality Management and various tools for enhancing Quality.</li></ol>
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Unit I	Operation Management-Concepts; Functions. Product Design & Development –Characteristics; Product Development Process; Process Selection – Project, Job, Batch, and Mass & Process, Types of Production Systems. Product – Process Mix.	
Unit II	Facility Location – importance; Factors in location Analysis; Location Analysis Techniques. Facility Layout – Objectives and advantages; Basic Types of Layouts - Product, Process, Fixed Position, and Cellular layouts, Service Layout. Capacity Planning – Concepts; Factors affecting Capacity, capacity Planning Decisions. Resource Assignment Problem and solution.	
Unit III	Aggregate Planning, PERT & CPM, Work Study – Productivity; Method Study; Work Measurement. Inventory Management ,Stores Management – Types of Stores; Functions, Coding methods. Purchase Management.	
Unit IV	Quality Concepts, Definition, Tools for Quality Improvement, Quality Assurances, Supply chain Management, Transportation problem solution Technique , Benchmarking, SQC – Control Charts, acceptance Sampling, Quality Systems-ISO, TQM, Quality Circles, Six Sigma - An overview.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	6. Bedi, Kanishka, Production & Operation Management, Oxford University Press, 2013 7. Bagade, S.D., Total Quality Management, Himalaya Publishing House, 2014 8. Panneerselvam, R. Production and Operations Management, phi learning Pvt. Ltd., 2012 9. Aswathappa, K. and Bhat, K. Shridhara, Production and Operations Management, Himalaya Publishing House, Mumbai, 2010 10. Gaither, N., & Frazier, G., Operations Management USA: Thomson South–Western, 2006
➤	Online resources	International Journal of Operations & Production Management, American Journal of Operations Management and Information Systems

<b>Course Nomenclature</b>	<b>RESEARCH METHODOLOGY</b>
<b>Year/Semester</b>	<b>I/II</b>

<b>Course Outcomes</b>	By the end of this course students will be able to:  <ol style="list-style-type: none"><li>4. Enumerate the basic fundamentals of research.</li><li>5. Demonstrate the appropriateness of different kinds of research designs and methodology.</li><li>6. Determine questionnaire and schedule.</li></ol>
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	<p>7. Infer various methods of collecting data.</p> <p>8. Decide scaling techniques.</p> <p>9. Develop the application of Statistical Software like MS Excel and SPSS in data analysis.</p>	
Unit I	Introduction to Research: Concept, Scope, Importance, Criteria of a good research Limitations, and Types, Objectives of Research, Research Process, Application of research in various functions of management Research Designs. Introduction to Social Research	
Unit II	Sampling Design: Concept, Types and Techniques, Sample Size Decision, Data Collection: Primary and Secondary Data, Methods & Techniques, Projective Techniques, Designing Questionnaire, Data Processing: Editing, Coding, Classification and tabulation Scaling Techniques: Concept, Types of Measurement Scales, Rating Scales & Ranking Scales. Scale Construction Techniques, Multi Dimensional Scaling. Inductive Versus Deductive Reasoning	
Unit III	Theory of Estimation: Testing of Hypothesis, Large and Small Sample Tests; Parametric Test: Z test, t-test, F test, Chi-Square Test, Non-parametric test: Sign test, Rank correlation, ANOVA	
Unit IV	Types of report, Steps of Report Writing, Precautions in report writing, Abbreviations & Punctuations used in report writing. Conceptual framework of use of SPSS in research. Overview of Research Ethics. Bibliography and Referencing: Significance of Bibliography & Referencing, APA style of referencing	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<p>6. Kothari, C.R., Research Methodology Methods and Techniques- New Age International Publishers, 2014.</p> <p>7. R. Paneerselvam, Research Methodology, 2<sup>nd</sup> Edition, PHI Learning Pvt. Ltd., 2014.</p> <p>8. Cooper, Donald and Schindler, Pamela Business Research Methods, Tata McGraw-Hill, 2013.</p> <p>9. Beri. G. C., Marketing Research, Tata McGraw-Hill, 2013.</p> <p>10. David J. Luck and Ronald S. Ruben, Marketing Research, Prentice Hall of India, 2013.</p>
➤	Online resources	International Journal of Social Research Methodology, Journal of Management Research

<b>Course Nomenclature</b>	<b>INTERNATIONAL BUSINESS MANAGEMENT</b>	
<b>Year/Semester</b>	<b>I/II</b>	
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>7. Understand key concepts related to international business and about various international institutes and their working.</li> <li>8. Explain different international trade theories business need to be applied.</li> <li>9. Determine various factors to be considered before going for international business.</li> <li>10. Analyze various HR and financial policies adopted in international business.</li> <li>11. Assess ethical and social responsibility issues at global level.</li> <li>12. Integrate the knowledge about International HR management and its policies.</li> </ol>	
<b>Unit I</b>	Need, Scope, Tasks, International Business: Goals, Advantages and Problems. Motivation to go global, Role of International Institutions(IMF, IBRD, IDA and IFC), International Business Entry & Development; Global Market Entry Strategies– Export/Import, International Intermediaries – Trading Companies, Licensing, Franchising, FDI, Joint ventures, MNC’s and Globalization, Merger’s and Acquisitions.	
<b>Unit II</b>	Trade theories - Absolute Advantage Theory, Comparative Cost Advantage Theory, Opportunity Cost Theory, Heckscher Ohlin Theory, WTO, Economic Integration, Regional Economic groups (EU, NAFTA, SAARC), Economic Environment, Social Environment, Cultural Environment, Political Environment & Legal Environment.	
<b>Unit III</b>	Decisions concerning global manufacturing and material management; out sourcing factors, managing global supply chains, product and branding decisions, managing distribution channels, International promotion mix and pricing decisions; Counter trade practice; Mechanism of international trade transactions. Instrument of Trade policy – Tariffs, Import Quotas and Exchange Control.	
<b>Unit IV</b>	Harmonizing Accounting difference across countries, Variations in Accounting Systems, Accounting for International Business, Foreign Exchange Market, Exchange Rate System: Fixed vs. Floating Exchange Rates International staffing decisions; Compensation and Performance Appraisal, Global Expatriates; Ethical dilemmas and social responsibility issues. International HR Management Policies, E-Business vis-à-vis International Business.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

➤	Text books (Latest Editions)	4. Charles, W.L and Jain, K Arun, International Business: Competing in the Global market place, Tata McGraw, 2014. 5. Kumar, R and GGEI, International Business, UDH Publication, 2013. 6. Mathur, U.C., International Marketing,
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		Sage Publication, 2009. 6. Bennett, R. & Blythe, Jim, International Marketing Strategy Planning Market Entry & Implementation, Kogan, 2009. 7. Cherunillum, Francis, International Marketing, Himalaya Publication, 2009.
➤	Online resources	<i>Journal of Economics and International Business Management</i> , Journal of Management Studies, Academy of Management Manuals

<b>Course Nomenclature</b>	<b>MANAGEMENT INFORMATION SYSTEMS</b>
<b>Year/Semester</b>	<b>I/II</b>
<b>Course Outcomes</b>	By the end of this course students will be able to:  7. Describe the role of information systems in today's competitive business environment 8. Demonstrate systems analysis, design and decision making in a business setting. 9. Characterize the information systems support activities of managers and end-users in organizations. 10. Choose the key concepts related to information systems at various levels of Management. 11. Assess the business strategy by the use of ERP and IT Outsourcing. 12. Prepare the necessary understanding of the role of information systems in organizations.
Unit I	Modern organizations- Data and information required for decision making, Organization structure. Types of decision making, Programmed and Non-programmed decisions, Decision making process, System approach to problem solving. Information Systems- Definition, Components, Types of Information systems and their functions. Centralized and Decentralized Information Systems.
Unit II	Internet worked enterprise in MIS: Internet, Intranet, Extranet. Enterprise communication and collaboration, Factors of success and failure, Risks and Threats to Information system. Competing with IT- Competitive environment of Business, Using IT for Strategy Implementation.
Unit III	Development and maintenance of Information Systems. MIS support for decision making, Tools of business support systems - What-if analysis, Sensitivity analysis, Goal seek analysis, Optimization analysis. Role and advantages of Transaction Processing System.

Unit IV	Application of IS-Customer Relationships Management, Supply Chain Management, E-commerce, ERP. Overview of E-business and Electronic
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	Payment System, E-Commerce and Banking. Application of Artificial Intelligence.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Kenneth C. Laudon and Jane P. Laudon, 'Management Information System', Pearson (12<sup>th</sup> Edition), 2017.</li> <li>2. Jawadekar, W.S., 'Management Information System', Tata McGraw Hill, 2020.</li> <li>3. James A. O'Brein, 'Management Information Systems', Tata McGraw-Hill, 2016.</li> <li>4. Steven Alter, Information Systems-Foundation of E-Business, Prentice Hall, 2011.</li> <li>5. Tanenbaum, 'Computer Network', Pearson, 2013.</li> </ol>
➤	Online resources	International Journal for Computer network & Communication, Journal of Computer & System Sciences, International Journal of Computers & Applications

<b>Course Nomenclature</b>	<b>INDIAN ETHOS AND BUSINESS VALUES</b>
<b>Year/Semester</b>	<b>I/II</b>
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>7. Describe the concept of Ethics and values in Management.</li> <li>8. Explain role of Indian ethos in Management and knowledge of management lessons from the ancient scriptures.</li> <li>9. Determine the Indian ethos in development of unique work culture</li> <li>10. Select an Indian perspective, trans-cultural human values in management education</li> <li>11. Support an effective and holistic management pattern this will assure all-round growth in productivity, marketing, and profitability.</li> <li>12. Develop the Ethical Issues pertaining to all functional areas of management.</li> </ol>
Unit I	Indian Ethos –Features, Need, History, Principles Practiced by Indian companies, elements, Role of Indian ethos in Managerial practices. Indian Heritage in Business Management, Production and consumption, Ethics v/s Ethos, Indian management v/s Western Management.



Unit II	Management lessons from scriptures - Management lessons from Vedas, Mahabharat, Bible, Quran, Kautilya's Arthshastra. Indian systems of learning: Gurukul system of learning, advantages –
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	disadvantages of Karma: Meaning, importance of karma to managers, Nishkama karma, laws of Karma; creation, Humility, Growth and Responsibility. The Great Law, Law of Creation, Law of Humility, Law of Growth, Law of Responsibility and Law of Connection - Corporate Karma	
Unit III	Introduction to Business Ethics, Values, Morals & Norms, Levels of Business Ethics, Myths of Business Ethics, Relationship between Values, Morals Business Ethics & Norms, Ethical Dilemma, Ethical Decision Making, Changing workforce; Employee's Employer rights and responsibilities, Equal Employment opportunity and Affirmative action, Unethical decisions leading to conflict, Corporate Governance and ethics.	
Unit IV	Ethical issues in different functional areas of management: HRM, Marketing, Production and Operations management, IT and Finance, Ethics in 21 <sup>st</sup> century.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	6. Joseph, D. An Introduction to Business Ethics, McGraw Hill Education, 2020 7. Murthy, C.S.V. Business Ethics, Himalaya Publishing House, 2019 8. Senthil, D.K. & Senthil, D.R. Business Ethics, Himalaya Publishing House, 2019 9. Khandelwal, N.M. Indian Ethos and Values for Managers, (Text & cases from the Mahabharata), Himalaya Publishing House, 2016 10. Seema S, S., Mukherjee, S., Indian Ethos, Ethics & Management, Eureka Publications, 2020
➤	Online resources	Indian Journal of Commerce and Management Studies, Journal of Indian Business Research <a href="https://www.academia.edu/Documents/in/Indian_Ethos_and_Management">https://www.academia.edu/Documents/in/Indian_Ethos_and_Management</a> <a href="https://www.mdim.ac.in/wp-backend/wp-content/uploads/2020/11/Pramod%20Pathak%20,%20Saumya%20Singh%20Page-9-15.pdf">https://www.mdim.ac.in/wp-backend/wp-content/uploads/2020/11/Pramod%20Pathak%20,%20Saumya%20Singh%20Page-9-15.pdf</a> – MDIM Business Review'

## Semester III

<b>Course Nomenclature</b>	<b>STRATEGIC MANAGEMENT</b>	
<b>Year/Semester</b>	<b>II/III</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to :	
	<ul style="list-style-type: none"> <li>3. Describe the conceptual framework strategic management</li> <li>4. Discuss about how SWOT analysis is applied and select the feasible strategic alternative</li> </ul>	
	<ul style="list-style-type: none"> <li>7. Choose the best strategies that position the firms most favorably in relation to competition.</li> <li>8. Choose the correct analytical tools of strategic management for organization benefits.</li> <li>9. Justify the effective implementation plans to execute the chosen strategies and understand different issues related to it.</li> <li>10. Design the analytical tools of strategic management for organization benefits.</li> </ul>	
Unit I	Introduction to Strategic Management-Concept, importance of strategic Management and strategic Management Process.	
Unit II	Establishing company direction-developing strategic vision and mission, setting objectives, Internal & External Environment appraisals, Formulating Long Term objective & Strategy, Strategic Analysis & Choice.	
Unit III	Competitive analysis, Strategy and Competitive advantage, the Value Chain and Porter's Generic Strategies, Mergers & Acquisitions Strategies: Red Ocean and Blue Ocean Strategy, Role of top Management; Globalization and its challenges of strategic management, Strategic issues in Managing Technology and Innovations, Strategic Management in changing Environment. Concept of Balanced Score Card.	
Unit IV	Strategy Implementation- Structure, Operational, Behavior, Project & other implementations; Ethics, Public Values & Corporate Governance – Corporate Governance and Disclosures; Corporate Governance and disclosures Evolution and Significant Strategic Issues in Small Business (Family – owned) Enterprises, Strategic issues in Non – Profit Organizations. Strategic Evaluation and Control: Process, Criteria and Types.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

➤	Text books (Latest Editions)	<p>6. Lei David &amp; Pitts Robert A., Strategic Management, Thomson/South Western, 2016.</p> <p>7. Ramaswamy V.S., Namakumari S., Strategic Planning Formulation of Corporate Strategy, McMillan India Ltd., 2010.</p> <p>8. Hitt, Hoskisson &amp; Ireland, Understanding Business Strategy, Cenage Learning, 2018</p> <p>9. David Fred R., Strategic Management-Concept &amp; Cases, David, Pearson Prentice Hall, 2014.</p> <p>10. Rao, V.S.P., and Krishna, V. Hari, Strategic Management, Excel Books India, 2016.</p>
➤	Online resources	<p>Journal of Indian Management and Strategy, International Journal of Sustainable Strategic Management, Strategic Management Journal-Wiley Online Library &amp; Academy of Strategic Management Journal</p>

<b>Course Nomenclature</b>	<b>ENTREPRENEURSHIP &amp; MANAGERIAL SKILL DEVELOPMENT</b>	
<b>Year/Semester</b>	<b>II/III</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to:  7. Describe concept and theories of entrepreneurship. 8. Understand the Government initiatives for entrepreneurship development. 9. Use the benefits of MSMED Act 2016 10. Sketch B-Plan 11. Judge the Industrial Sickness It's causes, prevention and remedies 12. Develop Small and Medium Enterprises.	
Unit I	Entrepreneurship: Concept and Theories; Types of Entrepreneurs, Myths about entrepreneurship, The need for entrepreneurs in our economy, Social entrepreneurship: Concept and need in Indian economy, Environmental Factors Affecting Entrepreneurial Development, Competencies of Entrepreneurs. Entrepreneurial Strategy: generating and exploiting new entries. Role of Creativity & Innovation in Entrepreneurship; Leadership through entrepreneurship. Overview of Industrial Parks and Special Economic Zones.	
Unit II	Entrepreneurship Development Programme and their Evaluation. Development of entrepreneurial organization. Growth strategies in Small industry – Expansion, Diversification, Joint venture, Merger and Sub contracting. Women Entrepreneurs: Problems, Supporting Schemes. Entrepreneurial Opportunities: Scanning, Positioning & Analysis, Formulation of B-Plan. ATAL Incubation Centre, Crowd funding, Designing Business Canvass Role of Consultancy organizations, Role of Financial Institutions.	
Unit III	Status and Outcome of Incubation Centre and start-up policy. Management of Small & Medium Units, MSMED Act 2016.	
Unit IV	Reservation of Spheres and Concessions for Small Units, Industrial Sickness in Small Units: Causes, Prevention and Remedies. Overview of Intellectual Property Rights.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

	➤ Text books (Latest Editions)	4. Desai, V, Dynamics of Entrepreneurial Development and Management, Himalaya Publishing House, 5 <sup>th</sup> Edition, 2017 5. Gupta, C.B., Entrepreneurship Development, Sultan Chand Publishers,2014 6. Drucker, Peter, F., Innovation and Entrepreneurship, HarperCollins Publishers,2012
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		6. Desai, V., Entrepreneurship Development, Himalaya Publishing House, 1 <sup>st</sup> Edition , 2011 7. Donald F Kuratko, Entrepreneurship – Theory, Process and Practise, 9 <sup>th</sup> edition, Cengage Learning 2014.
➤	Online resources	Journal of Innovation and Entrepreneurship, Journal of Entrepreneurship, Management and Innovation Journal of Small Business & Entrepreneurship Development <a href="https://www.aicte-india.org/downloads/RID%205_EDC.pdf">https://www.aicte-india.org/downloads/RID%205_EDC.pdf</a>

<b>Course Nomenclature</b>	<b>INDUSTRIAL SUMMER TRAINING PROJECT</b>	
<b>Year/Semester</b>	<b>II/III</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to:  7. Identify career alternatives prior to post graduation. 8. Describe the practices and protocols of the particular company and industry. 9. Show work habits and attitudes necessary for career. 10. Develop communication, interpersonal and other critical skills in the job interview process. 11. Conclude data collection and research into proper report writing. 12. Synthesize the prepared report into presentation and viva.	
	Students will undergo a summer training of 4-6 weeks in an organization. The students are required to make a summer training report which needs to be submitted to the Director along with the training certificate. The summer training project report will be evaluated on internal and external basis. Evaluation and presentation/viva of the report will be done by internal and external examiners. The student will submit written report and make an oral presentation before a panel of internal examiner (Director/ principal of the institute or his or her nominee) and external examiner (to be appointed by director/principal of the institute from a panel proposed by the board of studies and approved by the vice chancellor of JNU, Jaipur.) The assessment of the report and its presentation will be jointly conducted by the internal and external examiner.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

<b>Course Nomenclature</b>	<b>ADVERTISING AND BRAND MANAGEMENT</b>	
<b>Year/Semester</b>	<b>II/III</b>	
Course Outcomes	By the end of this course students will be able to: <ul style="list-style-type: none"> <li>7. Enumerate various forms of advertising and different types of media.</li> <li>8. Explain the factors influencing advertising budget.</li> <li>9. Determine the stages of an ad campaign.</li> <li>10. Describe concepts related to branding like brand extension, revitalizing a brand, brand hierarchy etc.</li> <li>11. Discuss Financial Aspects of Brand</li> <li>12. Demonstrate the role of branding for consumers and organizations.</li> </ul>	
Unit I	Relationship of Advertising with other promotion mixes, AIDAS and DAGMAR approach. Various forms of advertising-National, retail, Cooperative, trade, industrial, financial, corporate, public services, political, primary and selective demand, push and pull advertisement. Role of Advertising Council in India (ASCI), Advertising media- Media types, Media planning and strategy,	
Unit II	Types of Agency and their functions, Selection of ad agency, Agency compensation, Factors influencing Advertising budget, Methods of advertising budgeting. Stages of development of an advertising campaign, Pre test and Post test techniques. Advertising Trends- Shorter Video Ads, OTT Advertising and Regulations, Mobile- first advertising, Cinemagraphs, User generated contents, Instream Ads.	
Unit III	Role of Branding, Brand elements, Brand building- Brand positioning, Brand equity model Brand personality, Brand Image, Brand Identity, Co – Branding.	
Unit IV	Brand Hierarchy, Brand Extensions, Brand Re-vitalization, Upward and downward stretching of brands, Financial Aspects of Brands; Branding in Different Sectors: Customer, Industrial, Retail and Service Brands.	
➤	Learner support Material	NPTTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.



	➤ Text books (Latest Editions)	5. Cooper Alan, How to plan Advertising, Thomson South Western, 2016 6. Chunawala S. A. & Sethi K. C, Advertising Theory & Practice, Himalaya Publishing House, 2009 7. O' Guinn, Allen, Vemerrick, Advertising & Integrated Brand Promotion, Thomson South Western, 2010 8. Belch & Belch. Advertising & Promotion,
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		Tata McGraw Hill, 2016 5. Batra, Myers & Aaker, Advertising Management, Pearson Prentice Hall, 2015
➤	Online resources	International Journal of Internet Marketing & Advertising, Journal of Advertising Research

<b>Course Nomenclature</b>	<b>MARKETING OF SERVICES</b>
<b>Year/Semester</b>	<b>II/III</b>
<b>Course Outcomes</b>	By the end of this course students will be able to: <ul style="list-style-type: none"> <li>7. Describe the marketing concepts and principles to understand the unique challenges and opportunities of services marketing</li> <li>8. Explain insights about the foundations of services marketing, customer expectations and perceptions of services</li> <li>9. Determine the components of marketing mix for service sector.</li> <li>10. Categorize the components of marketing mix for different service sector</li> <li>11. Assess the blueprint for the various services sector for service excellence.</li> <li>12. Design the strategy for service marketing of different service sector.</li> </ul>
Unit I	Conceptual Framework for Marketing of Services, Concept and Characteristics of Services – Intangibility, Inconsistency, Inseparability and Inventory; Search, experience and credence attributes, Difference between goods and services marketing; Classification of service, Reasons for Growth and importance of Services in the National Economy.
Unit II	Customer Expectations and Perceptions, two levels of expectation, Zone of tolerance, Factors influencing customer expectation of services ,STP model related to service sector, Recovery Management and Relationship Marketing: Service failure and recovery Service Guarantee - Handling complaints effectively; Customer Relationship strategies in market place, Evaluation of customer relationships, Benefits of customer relationship.
Unit III	Service Blueprinting, Branding, Pricing Strategies, Process, Physical Evidence, Designing service distribution and promotion mix, Service Quality and Quality GAP model, Demand and supply Management in Services: Measuring and Managing Capacity, Strategies for Managing Demand. Employees' and customer's roles in service delivery- Importance of people in service marketing. Boundary spanning roles, Emotional labour, Source of conflict, Quality- productivity trade off, Strategies for closing GAP 3, Strategies for enhancing-Customer participation. Services marketing triangle; Service profit chain.



	services: Hotel, transport and Tourism Services; Marketing of Hospitals, Marketing of Financial Services- Banks, Mutual Funds and Insurance.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<p>6. Christopher Lovelock, &amp; Jochen Wirtz. Services Marketing—People, Technology, Strategy. (7th ed.). New Jersey: Prentice Hall 2011</p> <p>7. Chowdhary, Nimit and Chowdhary, Monika. (2015). Textbook of Marketing of Services: The Indian Experience, New Delhi: Macmillan India Limited.</p> <p>8. Gronroos, C. Service Management and Marketing—A Customer Relationship Management Approach (2nd ed.). New York: John Wiley and Sons, 2010.</p> <p>9. Zeithaml, Valarie A; Gremler, Dwayne D; Bitner, Mary Jo and Pandit Ajay : Services Marketing, 6th Edition Published by Tata McGraw Hill, 2013</p> <p>10. Nargundkar, R. Services Marketing: Text &amp; Cases. New Delhi, India: Tata McGraw Hill 2008.</p>
➤	Online resources	International Journal of Marketing Management, Journal of Marketing and Consumer Behavior in Emerging Markets, Journal of Management and Marketing Research

<b>Course Nomenclature</b>	<b>RURAL MARKETING</b>
<b>Year/Semester</b>	<b>II/III</b>
<b>Learning Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>7. Enumerate the core areas of Rural Development</li> <li>8. Discuss the efforts put for Rural Development by Govt.</li> <li>9. Determine the factors affecting Rural Consumer Behavior</li> <li>10. Infer the Social, Cultural and Technological factors</li> <li>11. Recommend Marketing Strategy for New Product Development in Rural Market</li> <li>12. Develop Effective Communication</li> </ol>

Unit I	Rural Marketing- Rural marketing an overview, Rural Market in India- Size& Scope, Rural Development as a core area, Efforts put for Rural development by government (A brief Overview). – a comparison. CSR and
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	Marketing Ethics in Rural Marketing- Source of Financing and credit agencies	
Unit II	Rural Market Environment: Demographics, Economic Factors, Rural Infrastructure; Rural & Urban Consumers – a comparison. Rural Consumer Behavior: meaning, Factors affecting Rural Consumer Behavior, Social, Cultural and Technological factors, Segmentation, Targeting & Positioning for rural market. New Product Development in Rural Marketing	
Unit III	Rural Product Categories – FMCGs, Consumer Durables, Agriculture Goods & Services; Importance of Branding, Packaging and Labeling. 4 A's of Rural Marketing, Pricing Strategies & objectives, Promotional Strategies, Distribution Strategies for Rural consumers. Channels of Distribution- Haat bazar and Mandis; Public Distribution System, Co- operative society.	
Unit IV	Challenges in Rural Communication, Developing Effective Communication, Determining Communication Objectives, Designing the Message, Selecting the Communication Channels. Advertisements for rural market. Rural Media- Mass media, Non-Conventional Media, Personalized media <b>Role of IT in Rural Marketing</b>	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	6. Kumar, Dinesh & Gupta, Punam, Rural Marketing: Challenges and Opportunities, Sage Publication, 2017 7. Balram, Dogra & Ghuman, Karminder, Rural Marketing: Concepts and Practices, McGraw Hill Publication, 2007 8. Gopaldaswamy, T.P., Rural Marketing - Environment, Problems and Strategies, Vikas Publication, 2009. 9. Velayudhan, Sanal Kumar, Rural Marketing: Targeting the Non-urban Consumer, Sage Publications, 2007 10. Kashyap, Pradeep, Rural Marketing, Pearson Education, 2011
➤	Online resources	Open Journal of Business and Management, International Journal of Marketing Studies, International Journal of Research in Social Sciences

<b>Course Nomenclature</b>	<b>CONSUMER BEHAVIOR</b>
<b>Year/Semester</b>	<b>II/III</b>

<b>Course Outcomes</b>	By the end of this course students will be able to:  1. Understand the importance of consumer behavior in changing the
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	attitude of Consumer. 7. Discuss about methodology of conduction of market research. 8. Contrast the stages of product development and its market implication. 9. Classify the psychological factors that influence consumer buying behavior. 10. Characterize impact of motivation and attitude in buying behavior. 11. Synthesize marketing strategies with various models related to consumer behavior.	
Unit I	Consumer behavior and marketing strategy, Consumer Buying Decision Process and Industrial Buying Decision Process, Ethical Consumer Behaviour	
Unit II	New product development, Culture, Sub-culture, Shoppers markets, family life cycle stages and its marketing implication, Reference Groups and their influence, Family-significance, Family Decision Making and Impact of regulatory bodies on consumer behaviour.	
Unit III	Motivation and Learning Theory, Personality and self concept, Perception and attitude, Brand Loyalty and Attitude, Attitude Formation and Change, Model of attitude-Tricomponent attitude model and multiattribute attitude mode Income, Diffusions of Innovations, Adoption Process	
Unit IV	Nicosia model, Howard–Seth model, Engel Blackwell model, Economic model, Consumer Behavior Audit	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	6. Schiffman Kanuk, Consumer Behaviour- Pearson Prentice Hall, 2017 7. Henery Assael Thomson, Consumer Behaviour, 2016 8. Blackwell Miniard Enge, Consumer Behaviour, Thomson South Western, 2016 9. R Suja, Nair, Consumer Behaviour Indian Prospective, Himalaya Publishing House, 2015 10. Leon Schiffman Joseph Wisenblit and Ramesh Kumar S., "Consumer Behavior", Pearson Education, 2015
➤	Online resources	Journal of Marketing and Consumer Behavior in Emerging Markets, Journal of Marketing Management

<b>Course Nomenclature</b>	<b>HUMAN RESOURCE DEVELOPMENT SYSTEM &amp; STRATEGIES</b>
<b>Year/Semester</b>	<b>II/III</b>



<b>Course</b>	By the end of this course students will be able to:
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<b>Outcomes</b>	<p>7. Tell the Organizational structure of the HRD.</p> <p>8. Differentiate between HRM &amp; HRD</p> <p>9. Determine the Principles in designing HRD system</p> <p>10. Infer the Objectives and levels of HRD need analysis</p> <p>11. Argue Kirkpatrick's Evaluation Framework, Phillips ROI model</p> <p>12. Synthesize the HRD practices in Government Organizations, Manufacturing, Service industries and MNCs.</p>	
Unit I	HRD – Concept, Goals, Importance, Challenges to organizations and HRD Professionals, Relationship between HRM & HRD, HRD Mechanisms, Processes and Outcomes. HRD functions: Training and Development, Organizational Development, Career Development, Performance Appraisal.	
Unit II	HRD as a total system, Principles in designing HRD system, organizational structure of the HRD, HRD functions, Line Managers and HRD, HRD Audit, HRD culture and climate.	
Unit III	Assessing HRD needs: Definition and purpose of need assessment, levels of need analysis, Evaluating HRD Program: Purpose of evaluation, Kirkpatrick's evaluation Framework, Philips ROI model and Data collection for HRD evaluation.	
Unit IV	Human Resource Training and Development: Concept and Importance; Assessing Training Needs; Designing and Evaluating T&D Programmes; Role, Responsibilities and challenges to Training Managers. Methods of Training, , HRD practices in government organizations, manufacturing, service industries and MNCs, Emerging trends, perspectives and Future of HRD., HRD strategies and its types.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<p>1. Shetty, Sridhara. Human Resource Development: Realities, Practices and Challenges. Himalaya Publishing House, 1st Edition 2014.</p> <p>2. Mankin, D. Human Resource Development. Oxford University Press, India, 2013.</p> <p>3. Werner, J. M. Human Resource Development, Cengage Learning,.7<sup>th</sup> edition 2017</p> <p>3. Halder, U.K. &amp; Sarkar J., Global Human Resource Development: Regional and Country Perspectives, Oxford University Press, 2012.</p> <p>4. Rao, T.V. &amp; Pareek, Udai. Designing and Managing Human Resource Systems, Sage Publications, 3rd Edition 2015</p> <p>5. Rao, T.V., HRD Audit: Evaluating the Human Resource Function for Business Improvement, 2014.</p>

➤	Online resources	International Journal of Human Resources Development and Management, Human Resource Development Review (HRDR) <a href="https://journals.sagepub.com/home/hrd">https://journals.sagepub.com/home/hrd</a>  <a href="https://www.tandfonline.com/toc/rhrd20/current">https://www.tandfonline.com/toc/rhrd20/current</a>
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<b>Course Nomenclature</b>	<b>MANPOWER PLANNING &amp; MANAGEMENT</b>	
<b>Year/Semester</b>	<b>II/III</b>	
<b>Learning Outcomes</b>	By the end of this course students will be able to:  7. Define the conceptual framework of Manpower Planning. 8. Determine the models and methods used in Human Resource Forecasting. 9. Explain the best fit strategy between employees and jobs, while avoiding manpower shortages or surpluses. 10. Classify the different approaches of Career Management and Internal Mobility. 11. Access how efficiently utilizes the workforce to maintain productivity. 12. Design the usage of HRIS, HR Accounting and Auditing.	
Unit I	Manpower Planning: Concept, Objectives, Need, Process and Factors affecting MPP. Manpower planning at different Levels. Role of HRP Manager, Relationship between Manpower Planning and Strategic Planning.	
Unit II	Human Resource Forecasting: Concept, Objectives, Process, Benefits and Limitations, Quantitative and Qualitative Techniques of Demand and Supply Forecasting: Types, Benefits and Limitations. Issues in HR planning vis a vis Mergers / Diversification/ Takeover	
Unit III	Career management: Concept, Characteristics, Stages, Objectives, Benefits, models and limitations. Succession Planning: Concept, Features, Objectives, Significance and Process, Internal Mobility- Promotion, Demotion and Transfer. Employee Separation: Concept and Types. Downsizing and Rightsizing Strategies	
Unit IV	Human Resource Records and Research, Human Resource Accounting and Auditing, Human Resource Information System and Human Resource Research. Overview of Competency mapping and Talent Management	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

➤	Text books (Latest Editions)	3. Sekhri, A. Human Resource Planning and Audit. Himalaya Publishing House. Mumbai, 3 <sup>rd</sup> Edition, 2013 4. Bhattacharya, D. K. Human Resources
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		<p>Planning, Excel Books, 3<sup>rd</sup> Edition 2012</p> <p>6. Belcourt, M. Kenneth, M.B. Yap, M. &amp; Hong, Y., Strategic Human Resources Planning, Thomas Nelson Publishers, 2018</p> <p>7. Ramani, V. V. Succession Planning: Insights and Experiences, The Icfai University Press, 1<sup>st</sup> Edition, 2014.</p> <p>8. Reddy, M.S.K. Reddy, P.M. Ramakrishna, K. and Lal, K. Human Resource Planning, Discovery Publishing House New Delhi, 2015.</p>
➤	Online resources	Journal of Business Strategy, Human Resource Planning

<b>Course Nomenclature</b>	<b>INDUSTRIAL RELATIONS</b>
<b>Year/Semester</b>	<b>II/III</b>
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>7. Define and apply key concepts related to Approaches &amp; Principles of good industrial relations.</li> <li>8. Explain the concept and legislations pertaining to Trade Unions and Employers' Association.</li> <li>9. Illustrate the important provisions and administration of various Labor Laws.</li> <li>10. Infer the legal mechanism and practices of managing Industrial Disputes</li> <li>11. Assess the Code of discipline, Disciplinary procedure &amp; Code of conduct.</li> <li>12. Formulate guidelines for grievance handling, Grievances redressal procedures.</li> </ol>
Unit I	Industrial Relations: Concept, Significance, Objectives, Scope, Approaches & Principles of good industrial relations, Challenges to IR. Role of State. Paradigm Shift- from Industrial Relations to Employee Relations linkages with HRM.
Unit II	Trade Union: Evolution, Growth, Structure and Types; Role of Employers' organizations in IR. Overview of Trade Union Act-1926. Negotiation, Collective Bargaining: Meaning & structure of collective bargaining; Bargaining stages and processes, Collective bargaining in India.

Unit III	Management of Grievance and Discipline: Employee discipline; Causes of indiscipline, essentials of a good disciplinary system, Hot-Stove Rule and kinds of punishment; Grievance procedure: Settlement of grievance in Indian industry; Model grievance procedure. An overview of Industrial Dispute Act-
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	1947, Dispute prevention and settlement machinery; Industrial dispute patterns. International Labor Organizations (ILO) – Evolution, Objectives and Functions.
Unit IV	Overview of: The Factories Act, 1948; The Workmen’s Compensation Act, 1923; The Payment of Gratuity Act, 1972; The Employees’ State Insurance Act, 1948; The Payment of Wages Act, 1936; Employees’ Provident Fund & Miscellaneous Provisions Act, 1952.
➤	Learner support Material NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions) 1. VenkataRatnam C. S. & Dhal M., Industrial Relations, Oxford University Press, 2 <sup>nd</sup> Edition, 2017. 2. Singh P. N. & Kumar N., Employee Relations Management, Pearson Education, 2011. 3. Srivastava, ,Industrial Relations & Labour Law- Vikas Publishing House, 2019 4. Mamoria CB, Dynamics of Industrial Relations, Himalaya Publishing House, 2019 5. ArunMonappa : Industrial Relations, Tata McGraw Hill.2012 6. S. N. Mishra, Labour & Industrial Laws, 29 <sup>th</sup> edition
➤	Online resources Journal of Human Resource Management, Human Resource Management Journal <a href="https://journals.sagepub.com/loi/lrj">https://journals.sagepub.com/loi/lrj</a> <a href="https://journals.sagepub.com/home/lrj">https://journals.sagepub.com/home/lrj</a> Journal of Industrial Relations

<b>Course Nomenclature</b>	<b>ORGANISATIONAL CHANGE &amp; DEVELOPMENT</b>
<b>Year/Semester</b>	<b>II/III</b>
<b>Course Outcomes</b>	By the end of this course students will be able to: 7. Describe the concept and techniques of Organizational Development. 8. Explain about various models of Change and Competencies & Role of Organizational Development Practitioner. 9. Review different types of Organizational Development Interventions. 10. Analyze the concepts of Organization Design and Change Management. 11. Assemble the knowledge about Organizational Transformation. 12. Predict the future aspects of organizational development.

Unit I	Introduction of OD: conceptual issues. The field of Organization Development Managing Organization Development Process, Models of Change, Action research and OD. Change Agents, Guidelines for Facilitating change, Organizational Development: An Introduction Nature, basic assumptions, characteristics, Steps involved in Organizational Development. Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises	
Unit II	Organizational Learning-The Learning Organization, Leading a learning Organization, Creativity & Innovation, Issues in Consultant - Client Relationship; Power, Politics and Organizational Development.	
Unit III	Organization Development Interventions: An Overview. Individual and Interpersonal Interventions, Team/Group Interventions. Inter-group Interventions. Comprehensive Interventions.	
Unit IV	Organizational Transformation. The Organization Development Consultant: Role, Skills and Dilemmas Success and Failure of Organization Development. Reward Management and The management of change. Future of Organization Development & New Perspectives.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	6. Burke W. Warner Noumair Debra A., Organization Development: A Process of Learning and Changing, Pearson, 2015 7. French and Bell, Organization Development, Pearson, 2015 8. Daft Richard L., Organization Theory and Design, Thomson, 2013 9. Singh Kavita, Organizational Change and Development, Excel Books, 2010 10. Shani, Rami & Noumair Ann Debra, Research in Organizational Change and Development, Emerald Publishing Group, 2020
➤	Online resources	Human Resource Management Research, Open Journal of Human Resource Management <a href="https://www.emerald.com/insight/publication/issn/0143-7739">https://www.emerald.com/insight/publication/issn/0143-7739</a> Journal of Organizational Change Management



<b>Course Nomenclature</b>	<b>FINANCIAL RESTRUCTURING</b>	
<b>Year/Semester</b>	<b>II/III</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to:	
	<ul style="list-style-type: none"> <li>7. Enumerate key concepts of corporate restructuring to conduct the business operations in an efficient, effective and competitive manner.</li> <li>8. Interpret the basic knowledge of financial restructuring analysis</li> <li>9. Determine the forms of financial restructuring</li> <li>10. Choose anti-takeover strategies to avoid hostile acquisition</li> <li>11. Assess legal provisions such as Companies Act, Competition Act, SEBI and Income Tax Act concerning Merger &amp; Acquisitions.</li> <li>12. Construct Balance Sheet for valuation of Merged &amp; Acquired firm to assess the cost, earning price per share and market value.</li> </ul>	
Unit I	Fundamental concept of corporate restructuring, motives and various forms of corporate restructuring. Changes in ownership structure: Employee Stock Ownership Plan, Going Private, Leveraged Buyouts and Master Limited partnership.	
Unit II	Financial restructuring: Meaning and motives of financial restructuring, Forms of financial restructuring: Mergers- Types and process of Merger, post merger issues, Takeover: Types and defensive strategies to takeover bids and Demerger.	
Unit III	Provisions of Companies Act 2013 & Competition Act 2002 for Merger & Acquisition, SEBI's rules & regulations for Merger & Acquisition, Share Buyback guidelines, Tax implications	
Unit IV	Accounting for Merger & Acquisitions, Methods of valuation for Mergers & Acquisitions, Computation of Purchase Consideration, International accounting for cross border Mergers, Acquisitions and Take-over	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

➤	Text books (Latest Editions)	6. Sherman, J. Andrew, Mergers and Acquisitions From A To Z, American Management Association, 2018 7. ERNST and YOUNG, Master Guide to Mergers and Acquisitions in India, John Wiley & Sons, Inc., 2012 8. Carney, J. William, Mergers and Acquisitions, Cases and Materials (University Casebook Series), Wolters Kluwer Law & Business, 2020 9. Krishnamurti, Chandrashekhar and S.R., Vishwanath, Mergers, Acquisitions and Corporate Restructuring, Response Books-Business Books from SAGE, 2015 10. Gaughan, A. Patrick, Mergers, Acquisitions and Corporate Restructurings, John Wiley & Sons, Inc, 2014.
➤	Online resources	Journal of Restructuring Finance, International Mergers and Acquisitions, ABA Journal

<b>Course Nomenclature</b>	<b>SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/III</b>
<b>Course Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>7. Describe the characteristics of different financial assets and Classify financial assets on multiple bases.</li> <li>8. Explain the correct use of tools for financial analysis as regarding investment purposes. Understanding of Evaluation criteria for securities using different valuation models.</li> <li>9. Apply theoretical and practical knowledge of capital market.</li> <li>10. Analyze how to identify the working of Global financial markets and instruments.</li> <li>11. Assess the need for ethical practices in the field of portfolio Management</li> <li>12. Develop the skills for developing the portfolio constructions, revision, reconstruction and investment advisory.</li> </ol>

Unit I	An overview of security and security analysis, Introduction of stock exchange: BSE, NSE & OTCEI, Role of SEBI, Depositories: CDSL & NSDL, Trading mechanism of security, Investment alternatives, Valuation theories of Fixed and Variable Income Securities:, Holding period return, Current yield, Yield-to-Maturity, Valuation of preference shares, Valuation of equity shares.	
Unit II	Risk and Return: Investor's Attitude towards Risk and Return .Measuring risk and historical & expected return of a single security and portfolio. Fundamental Analysis: Economic, Industry and Company Analysis, Technical Analysis: Tools of technical analysis, chart formations or price patterns and technical indicators,	
Unit III	Capital Assets Pricing Theory: Basic assumptions; capital market line; security market line; input required for applying CAPM;; optimal portfolio; efficient frontier, risk-less lending and borrowing. Arbitrage Pricing Theory: Assumptions, APT model, AP Equation, Factors affecting return.	
Unit IV	Basics framework of portfolio management, Diversification as tool of risk management , Portfolio construction & execution –Markowitz and Sharp Index Model; Techniques for risk minimization of portfolio , Portfolio revision; performance evaluation by Sharpe's, Treynor's and Jensen's Index Mutual Funds and their Portfolio Management Schemes.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-
		library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	6. Chandra, Prasanna, Investment Analysis and Portfolio Management, McGraw Hill Education, 2016. 7. Ranganathan, M and Madhmathi, R., Security Analysis and Portfolio Management, Pearson Education, 2015. 8. William F.sharpe, Portfolio Theory and Capital Markets, McGraw-Hill, USA, 2014. 9. SinghPreeti, Portfolio Management, Himalaya Publishing House, 2017. 10. Khatri, Dhanesh K., Security Analysis and Portfolio Management, Macmillan Publishers India Limited, 2018.
➤	Online resources	Journal of Business & Financial Affair, International Journal of Portfolio Analysis and Management, The Journal of Portfolio Management

<b>Course Nomenclature</b>	<b>FINANCIAL DERIVATIVES</b>	
<b>Year/Semester</b>	<b>II/III</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to:	
	<ul style="list-style-type: none"> <li>7. Enumerate key concepts of corporate restructuring to conduct the business operations in an efficient, effective and competitive manner.</li> <li>8. Interpret the basic knowledge of financial restructuring analysis</li> <li>9. Determine the forms of financial restructuring</li> <li>10. Choose anti-takeover strategies to avoid hostile acquisition</li> <li>11. Assess legal provisions such as Companies Act, Competition Act, SEBI and Income Tax Act concerning Merger &amp; Acquisitions.</li> <li>12. Construct Balance Sheet for valuation of Merged &amp; Acquired firm to assess the cost, earning price per share and market value.</li> </ul>	
Unit I	Derivative products, participants, functions; types of derivatives: exchange traded V/s OTC; Conceptual framework: forward, future, option & swaps; distinction between future & forward contracts,. An Overview of Crypto currency and block chain	
Unit II	Mechanism of future and forward markets. Pricing of futures: Cost of carry model, pricing equity, index futures, pricing stock futures. Hedging strategies using futures	
Unit III	Mechanism of option. Pay off for option. Pricing of option, Introduction to Black Sholes model and. Pricing index options; pricing stock options.	
Unit IV	Hedging with options: index and stock option, Advanced Option Strategy – hedging , spread , Straddle , Strings & Strips , Strangle , Condors and	
	Application of forward, future, options in India .Financial Swaps as Synthetic Options , Currency Swaps , Interest Rate swaps , Future Trends in Financial Engineering	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1.Khatri, Dhanesh Kumar, Derivatives and Risk Management, MacMillan, 2017

		<p>2.Gupta S.L., Financial Derivative, Prentice Hall, 2016.</p> <p>3.Kumar S.S.S., Financial Derivatives, PHI Learning Pvt. Ltd., 2008.</p> <p>4.Kolb Robert W. and Overdahl James A., Financial Derivatives, John Wiley &amp; Sons, Inc. 2013.</p> <p>5.Hunt P.J. and Kennedy J.E., Financial Derivatives in Theory and Practice, John Wiley &amp; Sons Ltd., 2014.</p> <p>6.Redhead Keith, Financial Derivatives, Prentice Hall, 2017.</p>
➤	Online resources	The Journal of Derivatives, International Journal of Financial Markets and Derivatives, Indian Journal of Finance

Course Nomenclature	Introduction to Logistics & Supply Chain Management
Year/Semester	II/III
Course Outcomes	<p>By the end of this course, students will be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the fundamental concepts and importance of logistics and supply chain management.</li> <li>2. Analyze the components and functions of a supply chain.</li> <li>3. Develop strategies for effective logistics and supply chain management.</li> <li>4. Evaluate the role of technology in logistics and supply chain operations.</li> <li>5. Assess the impact of supply chain decisions on organizational performance.</li> <li>6. Implement best practices for managing logistics and supply chain activities.</li> </ol>
Course Code	
Unit I	Introduction to Logistics and Supply Chain Management: Definition, Nature, and Scope of Logistics and Supply Chain Management. Importance of Logistics and Supply Chain in Business. Key Concepts and Terminologies. Evolution of Logistics and Supply Chain Management.
Unit II	Components and Functions of a Supply Chain: Supply Chain Network Design. Demand Forecasting and Planning. Inventory Management. Transportation Management. Warehousing and Distribution Management. Role of Suppliers and Customers in the Supply Chain.
Unit III	Logistics and Supply Chain Strategies: Strategic Supply Chain Management. Lean and Agile Supply Chains. Outsourcing and Third-Party Logistics (3PL). Risk Management in Supply Chains. Sustainability and Green Supply Chain Management.
Unit IV	Technology in Logistics and Supply Chain Management: Role of Information Technology in Supply Chain. Enterprise Resource Planning (ERP) Systems. Internet of Things (IoT) in Supply Chain. Blockchain and Supply Chain Transparency. Future Trends in Logistics and Supply Chain Management.

<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	<ol style="list-style-type: none"> <li>1. Chopra, S., &amp; Meindl, P. - "Supply Chain Management: Strategy, Planning, and Operation," Pearson Education, 2019.</li> <li>2. Ballou, R.H. - "Business Logistics/Supply Chain Management," Pearson Education, 2004.</li> <li>3. Christopher, M. - "Logistics and Supply Chain Management," Pearson Education, 2016.</li> <li>4. Coyle, J.J., Langley, C.J., Novack, R.A., &amp; Gibson, B.J. - "Supply Chain Management: A Logistics Perspective," Cengage Learning, 2016.</li> <li>5. Hugos, M. - "Essentials of Supply Chain Management," Wiley, 2018.</li> <li>6. Bowersox, D.J., Closs, D.J., &amp; Cooper, M.B. - "Supply Chain Logistics Management," McGraw-Hill Education, 2013.</li> </ol>
<b>Online Resources</b>	Journal of Supply Chain Management, International Journal of Logistics Management, Supply Chain Management Review, Harvard Business Review, Journal of Business Logistics

<b>Course Nomenclature</b>	<b>Integrated Global Supply Chain Management</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	<p>By the end of this course, students will be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the concepts and importance of integrated global supply chain management.</li> <li>2. Analyze the complexities and challenges of managing global supply chains.</li> <li>3. Develop strategies for optimizing global supply chain performance.</li> <li>4. Evaluate the role of technology and innovation in global supply chain management.</li> <li>5. Assess the impact of global supply chain decisions on organizational success.</li> <li>6. Implement best practices for managing risks and sustainability in global supply chains.</li> </ol>
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Global Supply Chain Management: Definition, Nature, and Scope of Global Supply Chain Management. Importance of Integration in Global Supply Chains. Key Concepts and Terminologies. Evolution of Global Supply Chains.
<b>Unit II</b>	Global Supply Chain Strategy: Designing Global Supply Chain Networks. Strategic Sourcing and Procurement. Global Logistics and Distribution. Managing Global Suppliers and Customers. Cross-Cultural and Ethical Considerations in Global Supply Chains.
<b>Unit III</b>	Technology and Innovation in Global Supply Chains: Role of Information Technology in Global Supply Chains. Enterprise Resource Planning (ERP) Systems. Internet of Things (IoT) and Smart Supply Chains. Blockchain Technology for Supply Chain Transparency. Future Trends in Global Supply Chain Innovation.

<b>Unit IV</b>	Risk Management and Sustainability in Global Supply Chains: Identifying and Managing Risks in Global Supply Chains. Supply Chain Resilience and Continuity Planning. Sustainability and Corporate Social Responsibility in Global Supply Chains. Regulatory and Compliance Issues. Case Studies on Successful Global Supply Chain Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	<ol style="list-style-type: none"> <li>1. Chopra, S., &amp; Meindl, P. - "Supply Chain Management: Strategy, Planning, and Operation," Pearson Education, 2019.</li> <li>2. Ballou, R.H. - "Business Logistics/Supply Chain Management," Pearson Education, 2004.</li> <li>3. Christopher, M. - "Logistics and Supply Chain Management," Pearson Education, 2016.</li> <li>4. Coyle, J.J., Langley, C.J., Novack, R.A., &amp; Gibson, B.J. - "Supply Chain Management: A Logistics Perspective," Cengage Learning, 2016.</li> <li>5. Hugos, M. - "Essentials of Supply Chain Management," Wiley, 2018.</li> <li>6. Bowersox, D.J., Closs, D.J., &amp; Cooper, M.B. - "Supply Chain Logistics Management," McGraw-Hill Education, 2013.</li> </ol>
<b>Online Resources</b>	Journal of Supply Chain Management, International Journal of Logistics Management, Supply Chain Management Review, Harvard Business Review, Journal of Business Logistics

<b>Course Nomenclature</b>	<b>Supply Chain Operations &amp; Warehouse Management</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamental concepts of supply chain operations and warehouse management. 2. Analyze the role of warehouse management in the overall supply chain. 3. Develop strategies for optimizing supply chain operations and warehouse efficiency. 4. Evaluate the impact of technology on supply chain and warehouse management. 5. Assess the importance of inventory management in supply chain operations. 6. Implement best practices for managing warehouse operations and logistics.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Supply Chain Operations: Definition, Nature, and Scope of Supply Chain Operations. Importance of Supply Chain Operations. Key Components and Functions of a Supply Chain. Role of Supply Chain Operations in Business Success.
<b>Unit II</b>	Warehouse Management: Definition, Nature, and Scope of Warehouse Management. Types of Warehouses. Functions and Processes in Warehouse Management. Layout and Design of Warehouses. Role of Warehousing in the Supply Chain.
<b>Unit III</b>	Inventory Management: Importance of Inventory Management. Techniques and Methods for Inventory Control. Economic Order Quantity (EOQ), Just-in-Time (JIT), and ABC Analysis. Role of Inventory Management in Warehouse Operations. Case Studies on Inventory Management.
<b>Unit IV</b>	Technology and Innovation in Supply Chain and Warehouse Management: Role of Information Technology in Supply Chain Operations. Warehouse Management Systems (WMS). Automation and Robotics in Warehousing. Internet of Things (IoT) and Smart Warehouses. Future Trends in Supply Chain and Warehouse Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Chopra, S., & Meindl, P. - "Supply Chain Management: Strategy, Planning, and Operation," Pearson Education, 2019. 2. Frazelle, E.H. - "World-Class Warehousing and Material Handling," McGraw-Hill Education, 2016. 3. Richards, G. - "Warehouse Management: A Complete Guide to Improving Efficiency and Minimizing Costs in the Modern Warehouse," Kogan Page, 2017. 4. Tompkins, J.A., & Smith, J.D. - "The Warehouse Management Handbook," Tompkins Press, 2015. 5. Coyle, J.J., Langley, C.J., Novack, R.A., & Gibson, B.J. - "Supply Chain Management: A Logistics Perspective," Cengage Learning, 2016. 6. Bowersox, D.J., Closs, D.J., & Cooper, M.B. - "Supply Chain Logistics Management," McGraw-Hill Education, 2013.
<b>Online Resources</b>	Journal of Supply Chain Management, International Journal of Logistics Management, Supply Chain Management Review, Harvard Business Review, Journal of Business Logistics



<b>Course Nomenclature</b>	<b>Hospital Operations Management</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamental concepts and significance of hospital operations management. 2. Analyze the operational challenges in hospital management. 3. Develop strategies for optimizing hospital operations and improving patient care. 4. Evaluate the impact of technology on hospital operations. 5. Assess the importance of quality management in hospital operations. 6. Implement best practices for managing hospital resources and logistics.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Hospital Operations Management: Definition, Nature, and Scope of Hospital Operations Management. Importance of Operations Management in Hospitals. Key Components of Hospital Operations. Role of Hospital Operations in Healthcare Delivery.
<b>Unit II</b>	Hospital Operational Challenges: Managing Patient Flow and Scheduling. Resource Allocation and Capacity Planning. Emergency and Critical Care Operations. Infection Control and Waste Management. Case Studies on Operational Challenges in Hospitals.
<b>Unit III</b>	Quality Management in Hospital Operations: Importance of Quality Management in Hospitals. Techniques and Methods for Quality Improvement. Accreditation and Standards in Healthcare. Patient Safety and Risk Management. Case Studies on Quality Management in Hospitals.
<b>Unit IV</b>	Technology and Innovation in Hospital Operations: Role of Information Technology in Hospital Operations. Electronic Health Records (EHR) and Health Information Systems. Telemedicine and Remote Patient Monitoring. Future Trends in Hospital Operations Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Langabeer, J.R., & Helton, J. - "Health Care Operations Management: A Systems Approach," Jones & Bartlett Learning, 2016. 2. McLaughlin, D.B., & Hays, J.M. - "Healthcare Operations Management," AUPHA/HAP, 2008. 3. Walshe, K., & Smith, J. - "Healthcare Management," McGraw-Hill Education, 2011. 4. Griffith, J.R., & White, K.R. - "The Well-Managed Healthcare Organization," Health Administration Press, 2016. 5. Zelman, W.N., McCue, M.J., Millikan, A.R., & Glick, N.D. - "Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts, and Applications," Wiley, 2014. 6. Carter, P. - "The Complete Guide to Healthcare Administration," Jossey-Bass, 2010.

<b>Online Resources</b>	Journal of Healthcare Management, International Journal of Health Care Quality Assurance, Health Care Management Review, Harvard Business Review, Journal of Operations Management
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<b>Course Nomenclature</b>	<b>Healthcare Quality &amp; Service Management</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: <ol style="list-style-type: none"> <li>1. Understand the principles and importance of healthcare quality and service management.</li> <li>2. Analyze the various dimensions of healthcare quality.</li> <li>3. Develop strategies to improve service quality in healthcare organizations.</li> <li>4. Evaluate the impact of regulatory and accreditation standards on healthcare quality.</li> <li>5. Assess the role of technology in enhancing healthcare service quality.</li> <li>6. Implement best practices for managing healthcare services to achieve patient satisfaction.</li> </ol>
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Healthcare Quality: Definition, Nature, and Scope of Healthcare Quality. Importance of Quality in Healthcare. Dimensions of Healthcare Quality: Structure, Process, and Outcome. Evolution of Quality Management in Healthcare.
<b>Unit II</b>	Quality Improvement Strategies: Techniques and Tools for Quality Improvement (Six Sigma, Lean, TQM, etc.). Patient Safety and Risk Management. Measuring and Monitoring Quality: Key Performance Indicators (KPIs), Balanced Scorecard. Case Studies on Quality Improvement in Healthcare.
<b>Unit III</b>	Regulatory and Accreditation Standards: Overview of Regulatory Requirements and Accreditation Standards in Healthcare (JCI, NABH, etc.). Impact of Regulations on Healthcare Quality. Compliance and Audit in Healthcare. Case Studies on Regulatory Compliance and Accreditation.
<b>Unit IV</b>	Service Management in Healthcare: Definition and Importance of Service Management in Healthcare. Strategies for Enhancing Patient Experience and Satisfaction. Role of Technology in Healthcare Service Management (Telemedicine, EHR, etc.). Future Trends in Healthcare Service Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.

<b>Text Books (Latest Editions)</b>	<ol style="list-style-type: none"> <li>1. McLaughlin, D.B., &amp; Kaluzny, A.D. - "Continuous Quality Improvement in Health Care," Jones &amp; Bartlett Learning, 2014.</li> <li>2. Ransom, E.R., Joshi, M.S., Nash, D.B., &amp; Ransom, S.B. - "The Healthcare Quality Book: Vision, Strategy, and Tools," Health Administration Press, 2013.</li> <li>3. Kelly, D.L. - "Applying Quality Management in Healthcare: A Systems Approach," Health Administration Press, 2017.</li> <li>4. Griffith, J.R., &amp; White, K.R. - "The Well-Managed Healthcare Organization," Health Administration Press, 2016.</li> <li>5. O'Donnell, J. - "Healthcare Service Management: Strategies for Achieving Quality Outcomes," Jossey-Bass, 2016.</li> <li>6. Zelman, W.N., McCue, M.J., Millikan, A.R., &amp; Glick, N.D. - "Financial Management of Health Care Organizations: An Introduction to Fundamental Tools, Concepts, and Applications," Wiley, 2014.</li> </ol>
<b>Online Resources</b>	<p>Journal of Healthcare Management, International Journal of Health Care Quality Assurance, Health Care Management Review, Harvard Business Review, Journal of Operations Management</p>

<b>Course Nomenclature</b>	<b>Personal Care Strategies</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamentals and importance of personal care strategies. 2. Analyze consumer behavior and trends in the personal care industry. 3. Develop marketing strategies for personal care products. 4. Evaluate the impact of regulatory standards on personal care products. 5. Assess the role of innovation and technology in the personal care industry. 6. Implement best practices for product development and branding in personal care.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Personal Care Strategies: Definition, Nature, and Scope of Personal Care. Importance of Personal Care Strategies. Market Segmentation in Personal Care. Consumer Behavior and Trends.
<b>Unit II</b>	Marketing Strategies for Personal Care: Product Development and Branding. Pricing Strategies for Personal Care Products. Distribution Channels and Logistics. Promotion and Advertising Strategies.
<b>Unit III</b>	Regulatory Standards and Compliance: Overview of Regulatory Standards in Personal Care (FDA, ISO, etc.). Impact of Regulations on Product Development and Marketing. Compliance and Quality Assurance.
<b>Unit IV</b>	Innovation and Technology in Personal Care: Role of R&D in Personal Care. Use of Technology in Product Development. Sustainability and Eco-friendly Products. Future Trends in Personal Care.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Barel, A.O., Paye, M., & Maibach, H.I. - "Handbook of Cosmetic Science and Technology," CRC Press, 2014. 2. Chisnell, R.J. - "Cosmetics and Toiletries: Development, Production and Use," Elsevier, 2013. 3. Draelos, Z.D. - "Cosmetic Dermatology: Products and Procedures," Wiley-Blackwell, 2015. 4. Elsner, P., & Maibach, H.I. - "Cosmetics: Science and Technology," CRC Press, 2000. 5. Poucher, W.A. - "Poucher's Perfumes, Cosmetics and Soaps," Springer, 2000. 6. Sathyanarayana, D. - "Formulation of Cosmetics and Cosmetic Technology," CBS Publishers, 2019.
<b>Online Resources</b>	Journal of Cosmetic Science, International Journal of Cosmetic Science, Cosmetics & Toiletries, Personal Care Products Council, Harvard Business Review

<b>Course Nomenclature</b>	<b>Data Management &amp; Analytics</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamentals and importance of data management and analytics. 2. Analyze various data management techniques and tools. 3. Develop strategies for effective data governance and quality. 4. Evaluate the role of data analytics in business decision-making. 5. Assess the impact of big data and cloud computing on data management. 6. Implement best practices for data privacy and security.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Data Management: Definition, Nature, and Scope of Data Management. Importance of Data Management in Business. Data Lifecycle Management. Data Governance and Quality.
<b>Unit II</b>	Data Management Techniques and Tools: Data Warehousing and Data Mining. ETL Processes. Database Management Systems (DBMS). Big Data Technologies: Hadoop, Spark. Cloud Computing and Data Management.
<b>Unit III</b>	Data Analytics for Business Decision-Making: Descriptive, Predictive, and Prescriptive Analytics. Data Visualization Tools and Techniques. Business Intelligence (BI) Systems. Case Studies on Data Analytics.
<b>Unit IV</b>	Data Privacy and Security: Data Protection Regulations (GDPR, CCPA, etc.). Data Security Measures and Techniques. Ethical Issues in Data Management. Future Trends in Data Management and Analytics.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Davenport, T.H., & Harris, J.G. - "Competing on Analytics: The New Science of Winning," Harvard Business Review Press, 2017. 2. Provost, F., & Fawcett, T. - "Data Science for Business," O'Reilly Media, 2013. 3. Marr, B. - "Big Data in Practice," Wiley, 2016. 4. Russom, P. - "Data Management for Analytics," TDWI, 2017. 5. Chen, H., Chiang, R.H.L., & Storey, V.C. - "Business Intelligence and Analytics: From Big Data to Big Impact," MIS Quarterly, 2012. 6. Kelleher, J.D., & Tierney, B. - "Data Science," MIT Press, 2018.
<b>Online Resources</b>	Journal of Data Management, International Journal of Data Science and Analytics, Journal of Big Data, Harvard Business Review, Journal of Information Management

<b>Course Nomenclature</b>	<b>Machine Learning for Business</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the basic concepts and applications of machine learning in business. 2. Analyze different machine learning algorithms and their business applications. 3. Develop predictive models using machine learning techniques. 4. Evaluate the impact of machine learning on business processes and decision-making. 5. Assess the ethical and legal considerations in the use of machine learning. 6. Implement best practices for integrating machine learning into business strategies.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Machine Learning: Definition, Nature, and Scope of Machine Learning. Importance of Machine Learning in Business. Types of Machine Learning: Supervised, Unsupervised, Reinforcement Learning.
<b>Unit II</b>	Machine Learning Algorithms and Techniques: Regression Analysis, Classification, Clustering, Decision Trees, Neural Networks, Support Vector Machines. Case Studies on Machine Learning Applications in Business.
<b>Unit III</b>	Developing Predictive Models: Data Preprocessing and Feature Engineering. Model Training and Validation. Model Evaluation Metrics. Implementing Machine Learning Models in Business.
<b>Unit IV</b>	Ethical and Legal Considerations in Machine Learning: Data Privacy and Security. Ethical Issues in Machine Learning. Regulatory Compliance. Future Trends in Machine Learning for Business.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Mitchell, T.M. - "Machine Learning," McGraw-Hill Education, 1997. 2. Flach, P. - "Machine Learning: The Art and Science of Algorithms that Make Sense of Data," Cambridge University Press, 2012. 3. Hastie, T., Tibshirani, R., & Friedman, J. - "The Elements of Statistical Learning," Springer, 2009. 4. Alpaydin, E. - "Introduction to Machine Learning," MIT Press, 2020. 5. Géron, A. - "Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow," O'Reilly Media, 2019. 6. Shalev-Shwartz, S., & Ben-David, S. - "Understanding Machine Learning: From Theory to Algorithms," Cambridge University Press, 2014.
<b>Online Resources</b>	Journal of Machine Learning Research, Machine Learning Journal, International Journal of Machine Learning and Computing, Harvard Business Review, Journal of Artificial Intelligence Research

<b>Course Nomenclature</b>	<b>Statistical Methods for Decision Making</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamental concepts of statistical methods and their applications in decision making. 2. Analyze data using various statistical techniques. 3. Develop models for business decision making. 4. Evaluate the impact of statistical methods on business processes. 5. Assess the role of statistical software in decision making. 6. Implement best practices for using statistics in business strategy.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Statistical Methods: Definition, Nature, and Scope of Statistical Methods. Importance of Statistics in Decision Making. Types of Data and Data Collection Methods. Descriptive Statistics: Measures of Central Tendency and Dispersion.
<b>Unit II</b>	Inferential Statistics: Probability Theory and Distributions. Hypothesis Testing. Confidence Intervals. Regression Analysis and Correlation. Case Studies on Inferential Statistics in Business.
<b>Unit III</b>	Statistical Modelling for Decision Making: Time Series Analysis and Forecasting. Decision Trees and Bayesian Analysis. Optimization Techniques. Applications of Statistical Models in Business.
<b>Unit IV</b>	Statistical Software and Tools: Introduction to Statistical Software (R, SAS, SPSS, etc.). Data Analysis and Visualization Tools. Ethical Issues in Statistical Analysis. Future Trends in Statistical Methods for Decision Making.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Levin, R.I., Rubin, D.S., Stinson, J., & Gardner, P. - "Quantitative Approaches to Management," McGraw-Hill Education, 2012. 2. Anderson, D.R., Sweeney, D.J., Williams, T.A., Camm, J.D., & Cochran, J.J. - "Statistics for Business and Economics," Cengage Learning, 2019. 3. Keller, G. - "Statistics for Management and Economics," Cengage Learning, 2017. 4. Black, K. - "Business Statistics: For Contemporary Decision Making," Wiley, 2019. 5. Siegel, A.F. - "Practical Business Statistics," Academic Press, 2016. 6. McClave, J.T., Benson, P.G., & Sincich, T. - "Statistics for Business and Economics," Pearson Education, 2017.
<b>Online Resources</b>	Journal of Business & Economic Statistics, International Journal of Business Intelligence and Data Mining, Journal of Data Science, Harvard Business Review, Journal of Statistical Software

<b>Course Nomenclature</b>	<b>Behavioral Insights &amp; Consumer Analytics</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles of behavioral insights and their applications in consumer analytics. 2. Analyze consumer behavior using various analytical techniques. 3. Develop strategies to influence consumer decision-making. 4. Evaluate the impact of behavioral insights on marketing and business strategies. 5. Assess the role of technology in consumer analytics. 6. Implement best practices for using consumer analytics to drive business growth.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Behavioral Insights: Definition, Nature, and Scope of Behavioral Insights. Importance of Behavioral Insights in Business. Key Concepts in Behavioral Economics. Applications of Behavioral Insights in Marketing.
<b>Unit II</b>	Consumer Behavior Analysis: Understanding Consumer Psychology. Factors Influencing Consumer Behavior. Behavioral Research Methods. Segmentation, Targeting, and Positioning. Case Studies on Consumer Behavior Analysis.
<b>Unit III</b>	Consumer Analytics Techniques: Data Collection and Analysis Methods. Predictive Analytics and Consumer Modeling. Customer Lifetime Value Analysis. Applications of Machine Learning in Consumer Analytics.
<b>Unit IV</b>	Strategies and Applications: Developing Consumer-Centric Marketing Strategies. Personalization and Customer Experience Management. Ethical Issues in Consumer Analytics. Future Trends in Behavioral Insights and Consumer Analytics.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Kahneman, D. - "Thinking, Fast and Slow," Farrar, Straus and Giroux, 2011. 2. Thaler, R.H., & Sunstein, C.R. - "Nudge: Improving Decisions About Health, Wealth, and Happiness," Penguin Books, 2009. 3. Ariely, D. - "Predictably Irrational: The Hidden Forces That Shape Our Decisions," HarperCollins, 2008. 4. Cialdini, R.B. - "Influence: The Psychology of Persuasion," Harper Business, 2006. 5. Kotler, P., & Keller, K.L. - "Marketing Management," Pearson Education, 2016. 6. Jansen, B.J., Spink, A., & Taksa, I. - "Handbook of Research on Web Log Analysis," IGI Global, 2009.
<b>Online Resources</b>	Journal of Consumer Research, International Journal of Consumer Studies, Journal of Consumer Psychology, Harvard Business Review, Journal of Marketing Research



<b>Course Nomenclature</b>	<b>Digital Marketing Strategies &amp; Analytics</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamentals of digital marketing and its significance. 2. Analyze various digital marketing strategies and their applications. 3. Develop effective digital marketing campaigns. 4. Evaluate the role of analytics in measuring digital marketing success. 5. Assess the impact of social media on digital marketing. 6. Implement best practices for integrating digital marketing into business strategy.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Digital Marketing: Definition, Nature, and Scope of Digital Marketing. Importance of Digital Marketing in Business. Key Concepts and Terminologies. Evolution of Digital Marketing.
<b>Unit II</b>	Digital Marketing Strategies: Search Engine Optimization (SEO). Search Engine Marketing (SEM). Content Marketing. Social Media Marketing. Email Marketing. Mobile Marketing. Case Studies on Digital Marketing Strategies.
<b>Unit III</b>	Digital Marketing Analytics: Key Performance Indicators (KPIs) in Digital Marketing. Web Analytics Tools (Google Analytics, Adobe Analytics, etc.). Social Media Analytics. Conversion Rate Optimization (CRO). Case Studies on Digital Marketing Analytics.
<b>Unit IV</b>	Future Trends in Digital Marketing: Role of Artificial Intelligence and Machine Learning in Digital Marketing. Influencer Marketing. Video Marketing. Ethical Issues in Digital Marketing. Future Trends and Innovations in Digital Marketing.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Chaffey, D., & Ellis-Chadwick, F. - "Digital Marketing: Strategy, Implementation and Practice," Pearson Education, 2019. 2. Kotler, P., & Armstrong, G. - "Principles of Marketing," Pearson Education, 2017. 3. Ryan, D. - "Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation," Kogan Page, 2020. 4. Evans, D., & McKee, J. - "Social Media Marketing: The Next Generation of Business Engagement," Wiley, 2010. 5. Tuten, T.L., & Solomon, M.R. - "Social Media Marketing," Sage Publications, 2017. 6. Miller, M. - "Digital Marketing: Strategic Planning & Integration," Pearson Education, 2015.
<b>Online Resources</b>	Journal of Digital & Social Media Marketing, International Journal of Research in Marketing, Journal of Interactive Marketing, Harvard Business Review, Journal of Marketing Analytics

<b>Course Nomenclature</b>	<b>Marketing &amp; Strategic Insights</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamental concepts of marketing and strategic insights. 2. Analyze market trends and consumer behavior for strategic decision-making. 3. Develop marketing strategies based on strategic insights. 4. Evaluate the impact of competitive analysis on marketing strategies. 5. Assess the role of technology in gathering strategic marketing insights. 6. Implement best practices for integrating strategic insights into marketing plans.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Marketing and Strategic Insights: Definition, Nature, and Scope of Marketing. Importance of Strategic Insights in Marketing. Market Segmentation, Targeting, and Positioning (STP). Marketing Mix (4Ps and 7Ps).
<b>Unit II</b>	Market Research and Consumer Insights: Importance of Market Research. Data Collection Methods and Techniques. Analyzing Consumer Behavior. Tools and Techniques for Consumer Insights. Case Studies on Market Research.
<b>Unit III</b>	Competitive Analysis and Strategic Planning: Importance of Competitive Analysis. SWOT Analysis. PESTEL Analysis. Porter's Five Forces Model. Developing Strategic Marketing Plans. Case Studies on Strategic Planning.
<b>Unit IV</b>	Technology and Strategic Marketing: Role of Technology in Marketing. Use of Big Data and Analytics in Marketing. Marketing Automation Tools. Future Trends in Strategic Marketing. Ethical Issues in Marketing.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Kotler, P., & Keller, K.L. - "Marketing Management," Pearson Education, 2016. 2. Aaker, D.A., Kumar, V., Day, G.S., & Leone, R.P. - "Marketing Research," Wiley, 2017. 3. Walker, O.C., Mullins, J., & Boyd, H.W. - "Marketing Strategy: A Decision-Focused Approach," McGraw-Hill Education, 2017. 4. Best, R.J. - "Market-Based Management: Strategies for Growing Customer Value and Profitability," Pearson Education, 2012. 5. Hair, J.F., Celsi, M.W., Ortinau, D.J., & Bush, R.P. - "Essentials of Marketing Research," McGraw-Hill Education, 2016. 6. Winer, R.S., & Dhar, R. - "Marketing Management," Pearson Education, 2014.
<b>Online Resources</b>	Journal of Marketing Research, International Journal of Market Research, Journal of Strategic Marketing, Harvard Business Review, Journal of Marketing Insights

<b>Course Nomenclature</b>	<b>Digital Payment Systems</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamental concepts and significance of digital payment systems. 2. Analyze various types of digital payment systems and their applications. 3. Develop strategies for implementing digital payment systems in businesses. 4. Evaluate the impact of digital payments on financial transactions. 5. Assess the role of security and regulatory compliance in digital payments. 6. Implement best practices for managing digital payment systems.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Digital Payment Systems: Definition, Nature, and Scope of Digital Payments. Importance of Digital Payment Systems in Business. Types of Digital Payments: Credit/Debit Cards, Mobile Payments, E-Wallets, Cryptocurrencies.
<b>Unit II</b>	Infrastructure and Technologies: Digital Payment Infrastructure. Payment Gateways and Processors. Near Field Communication (NFC) and QR Codes. Blockchain and Cryptocurrencies. Case Studies on Digital Payment Technologies.
<b>Unit III</b>	Security and Regulatory Compliance: Security Challenges in Digital Payments. Encryption and Tokenization. Regulatory Framework for Digital Payments (PCI-DSS, GDPR, etc.). Risk Management in Digital Payments.
<b>Unit IV</b>	Future Trends in Digital Payments: Innovations in Digital Payment Systems. Impact of FinTech on Digital Payments. Mobile Banking and Peer-to-Peer Payments. Future Trends and Challenges in Digital Payments.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Tanenbaum, A.S., & Wetherall, D.J. - "Computer Networks," Pearson Education, 2014. 2. Laudon, K.C., & Traver, C.G. - "E-Commerce 2018: Business, Technology, Society," Pearson Education, 2018. 3. Chuen, D.L.K. - "Handbook of Digital Currency: Bitcoin, Innovation, Financial Instruments, and Big Data," Academic Press, 2015. 4. Krosinski, K., & Dahlberg, T. - "Introduction to Online Payments Risk Management," Springer, 2014. 5. Krosinski, K. - "Managing Risks in Online Payment Systems," Springer, 2015. 6. Reynolds, J. - "The Future of Payments: A Practical Guide to Emerging Payment Solutions," Wiley, 2020.
<b>Online Resources</b>	Journal of Payments Strategy & Systems, International Journal of Electronic Commerce, Journal of Financial Technology, Harvard Business Review, Journal of Digital Banking

<b>Course Nomenclature</b>	<b>Regulatory Technology (RegTech)</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamental concepts and significance of RegTech. 2. Analyze the various applications of RegTech in financial services. 3. Develop strategies for implementing RegTech solutions. 4. Evaluate the impact of RegTech on regulatory compliance and risk management. 5. Assess the role of technology in transforming regulatory processes. 6. Implement best practices for managing RegTech solutions.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to RegTech: Definition, Nature, and Scope of Regulatory Technology. Importance of RegTech in Financial Services. Key Concepts and Terminologies. Evolution of RegTech.
<b>Unit II</b>	Applications of RegTech: Risk Management Solutions. Compliance Monitoring and Reporting. Anti-Money Laundering (AML) and Fraud Detection. Regulatory Reporting and Data Management. Case Studies on RegTech Applications.
<b>Unit III</b>	Implementing RegTech Solutions: Developing and Integrating RegTech Solutions. Challenges and Best Practices in Implementation. Role of Artificial Intelligence and Machine Learning in RegTech. Cloud Computing and RegTech Solutions.
<b>Unit IV</b>	Future Trends in RegTech: Innovations and Emerging Technologies in RegTech. Impact of Blockchain on RegTech. Regulatory Sandboxes and Innovation Hubs. Ethical Issues in RegTech. Future Trends and Challenges in RegTech.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Zetzsche, D.A., Buckley, R.P., Arner, D.W., & Barberis, J.N. - "The RegTech Book," Wiley, 2019. 2. Taylor, E., & Ross, J. - "FinTech Law: A Guide to Technology Law in the Financial Services Industry," Bloomsbury Professional, 2018. 3. Arner, D.W., Barberis, J., & Buckley, R.P. - "FinTech, RegTech and the Reconceptualization of Financial Regulation," Northwestern Journal of International Law & Business, 2016. 4. Chuen, D.L.K., & Deng, R. - "Handbook of Blockchain, Digital Finance, and Inclusion," Academic Press, 2017. 5. Krosinski, K. - "Managing Risks in Online Payment Systems," Springer, 2015. 6. Schueffel, P. - "Taming the Beast: RegTech and its Applications in Financial Services," Palgrave Macmillan, 2019.
<b>Online Resources</b>	Journal of Financial Regulation and Compliance, International Journal of Disclosure and Governance, Journal of Risk and Compliance, Harvard Business Review, Journal of Financial Technology

<b>Course Nomenclature</b>	<b>Blockchain and Cryptocurrencies</b>
<b>Year/Semester</b>	II/III
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the fundamental concepts of blockchain technology and cryptocurrencies. 2. Analyze the structure and functionality of blockchain systems. 3. Develop strategies for leveraging blockchain in various business applications. 4. Evaluate the economic and regulatory impact of cryptocurrencies. 5. Assess the role of blockchain in enhancing security and transparency. 6. Implement best practices for managing blockchain projects.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Blockchain Technology: Definition, Nature, and Scope of Blockchain. Importance of Blockchain in Business. Key Concepts and Terminologies. Evolution of Blockchain Technology.
<b>Unit II</b>	Cryptocurrencies and Digital Assets: Introduction to Cryptocurrencies. Bitcoin and Ethereum. Altcoins and Tokenomics. Initial Coin Offerings (ICOs) and Token Sales. Case Studies on Cryptocurrency Applications.
<b>Unit III</b>	Blockchain Applications and Use Cases: Blockchain in Finance (DeFi). Supply Chain Management. Healthcare and Identity Management. Smart Contracts and DApps. Case Studies on Blockchain Applications.
<b>Unit IV</b>	Regulatory and Security Considerations: Regulatory Landscape for Blockchain and Cryptocurrencies. Security Challenges in Blockchain. Privacy and Data Protection. Future Trends and Challenges in Blockchain and Cryptocurrencies.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Mougayar, W. - "The Business Blockchain," Wiley, 2016. 2. Narayanan, A., Bonneau, J., Felten, E., Miller, A., & Goldfeder, S. - "Bitcoin and Cryptocurrency Technologies," Princeton University Press, 2016. 3. Tapscott, D., & Tapscott, A. - "Blockchain Revolution," Portfolio, 2016. 4. Drescher, D. - "Blockchain Basics," Apress, 2017. 5. Antonopoulos, A.M. - "Mastering Bitcoin," O'Reilly Media, 2017. 6. Lewis, A. - "The Basics of Bitcoins and Blockchains," Mango, 2018.
<b>Online Resources</b>	Journal of Blockchain Research, International Journal of Blockchain and Cryptocurrency, Ledger Journal, Harvard Business Review, Journal of Digital Banking

<b>Course Nomenclature</b>	<b>E- BUSINESS</b>	
<b>Year/Semester</b>	<b>II/III</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to: 7. Describe basic requirements of a commercial website along with risks associated with it. 8. Explain digital token based electronic payment systems 9. Determine various techniques that are used to protect data that floats over network. 10. Identify Firewall Policies for Manager 11. Discuss changing dynamics in banking and retail sector. 12. Demonstrate infrastructure and challenges that are associated with mobile commerce	
Unit I	Origin and need of E-Commerce. EC Features, Categories, Elements, Infrastructure and Framework. EC website and associated risks. Technical and non technical limitations of EC: Organization, Consumers and Society, Cyber Ethics, Recent Regulations on e-Commerce Platform.	
Unit II	Designing e-payment systems, Automated Clearing House, Electronic Cash, properties of e-cash, Electronic Cheques, cheque payment system on internet. Digital token based e-payment systems-Benefits to buyers & sellers, credit card, debit cards, smart cards and mobile payments. Risk and e-payment systems.	
Unit III	Types of online transactions, Concern for E-Business. Firewalls and Network Security: Types and policy. Transaction Security: Secret key encryption, Public key encryption. World Wide Web and security: Secure Socket Layer, Security and online web based banking.	
Unit IV	Mobile Commerce: Introduction to mobile commerce; Frame required for mobile computing; Challenges emerging in mobile commerce security considerations	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books	1. Bhaskar, E-Commerce, Tata McGraw-Hill, 2008 2. Krishnamurthy, E-Commerce Management: Text and Cases, Vikas Publications, 2012 3. Laudon and Traver, E-Commerce: Business, Technology, Society, Pearson Education, 2015 4. Greenstein and Feinman, Internet securities, 2011

		5. Kalakota and Whinston, Frontiers of electronic commerce, Pearson Education, 2015 6. Kalakota, R., Electronic Commerce: A manager's guide, Pearson Education, 2015
➤	Online resources	International Journal of Electronic Business, International Journal of Electronic Business & Research

## Semester IV

<b>Course Nomenclature</b>	<b>PROJECT MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/IV</b>
Course Outcomes	By the end of this course students will be able to:  4. Define the concepts of Project Management for planning to execution of projects. 5. Explain the feasibility analysis in Project Management and network analysis tools for cost and time estimation. 6. Apply contemporary project management tools and methodologies in Indian context.
	7. Analyze project life cycle and learn how to build a successful project from pre-implementation to completion. 8. Conclude the fundamentals of Contract Administration, Costing and Budgeting. 9. Develop the skills for developing list the main activities and tasks of a project manager and consider phased development, prototype approaches or agile methods
Unit I	Planning: overview, Concepts of Project, Importance of project management, Project life cycle, Forms of Project Organizations, Statement of Work, Work Breakdown structure, Role of IT in Project Management,
Unit II	Project Formulation, Project Feasibility, Analysis- Market, and Technical & Ecological, Social, Financial. Estimation of capital cost, estimating operating costs, Social cost benefit analysis –Rationale, concept of Shadow pricing, Consumer willingness to pay, value of foreign exchange, Shadow wage rate, Shadow discount rate. Financial planning and capital structure of project

Unit III	Project Investment decisions under conditions of uncertainty – Risk analysis in Investment decision, Financial appraisal Criteria- NPV, IRR. Pay back period, Time disparity, Capital rationing, Decision tree approach, Simulation Analysis Sensitivity Analysis.	
Unit IV	Project Control Measures, Networking Techniques –PERT & CPM Project Quality Management: Concept of project quality, TQM in projects Project Tracking, Audit, Ex-post Evaluation, Practical Approach: Preparation of Project/projection Report considering all point for presenting to financial institution and banks for financial support.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1. Bodie, Kane, “Marcus: Investment”, Tata McGraw Hill, New Delhi 2016. 2. Brigham E. F & Houston J.F., “Financial Management”, Thomson Publications, 9th edition, and Practices), Pearson Education, 2015. 3. Patel Bhavesh M, Project Management (Strategic Financial Planning, Evaluation & Control), Vikas Publishing House Pvt. Ltd. 2018. 4. Desai Vasant, Project Management, Himalaya Publishing House, 2011. 5. Clements James P., Gido Jack, Effective Project Management, Thomson South Western, 2017.
➤	Online resources	Website of IDBI Related to Project Finance. International Journal of Operations &
		Production Management, International Journal of Project Management, International Journal of Project Organization & Management

<b>Course Nomenclature</b>	<b>DATA COMMUNICATION AND NETWORKING</b>
<b>Year/Semester</b>	<b>II/ IV</b>



<b>Course Outcomes</b>	By the end of this course students will be able to:	
	<ul style="list-style-type: none"> <li>7. Identify the basic components of data communication system and various transmission modes.</li> <li>8. Demonstrate various channels of data transmission along with transmission impairments.</li> <li>9. Determine the practical implementation of networks and the devices that are associated with the networks.</li> <li>10. Categorize application areas of data communication and networking</li> <li>11. Assess switching and multiplexing techniques</li> <li>12. Assemble Basic and Hybrid Topologies for effective Data Communication</li> </ul>	
Unit I	Data V/s Information, Fundamentals of Data communication system Components of Data Communication, Signal and Data, Data Transmission modes- Simplex, Half Duplex and Full Duplex Modes, Line configuration point-to-point and multipoint.	
Unit II	Guided media-Twisted pair cable, Coaxial cable, Optical Fibre. Unguided media-Radio frequency allocation and terrestrial microwave, Transmission impairment. OSI Model-Layered architecture and functions of the layers.	
Unit III	Network criteria, Network applications, Repeaters, Bridges, Routers and Gateways. Network Topologies-Mesh, Star, Tree, Bus, Ring and Hybrid topologies, Circuit Switching, Categories of networks- LAN, WAN, MAN. Applications of Internet, Extranet and Intranet, Network Security Need	
Unit IV	Marketing & Sales, Financial Services, Manufacturing, EDI, Electronic messaging, Directory services, Tele-conferencing, Information Services, Cellular Communication and cable television, Digital Subscriber Line (DSL), Techniques of DSL, ISDN	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ul style="list-style-type: none"> <li>4. Andrew S. Tanenbaum, Computer Networks, Pearson, 2017</li> <li>5. Bagad V.S. &amp; I.A. Dhotre Data Communication &amp; Networking Technical Publications, 2009</li> <li>6. Jain, Data Communication &amp; Networking, BPB Publication, 2013</li> </ul>
		4. Behrouza A Forouzan Data Communication & Networking, Indian Edition, Tata McGraw-Hill, 2016
➤	Online resources	International Journal for Computer network & Communication, Journal of Computer & System Sciences, International Journal of Computers & Applications

<b>Course Nomenclature</b>	<b>SECTORIAL PROJECT</b>	
<b>Year/Semester</b>	<b>II/IV</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to: <ul style="list-style-type: none"> <li>7. Identify career alternatives prior to post graduation.</li> <li>8. Illustrate the practices and protocols of the particular Company and Industry.</li> <li>9. Show work habits and attitudes necessary for career.</li> <li>10. Characterize communication, interpersonal and other critical skills.</li> <li>11. Assess the performance of the organization on the basis of practical experience.</li> <li>12. Formulate policies or protocols for betterment of the organization on the basis of suggestions and recommendations.</li> </ul>	
	The students may be offered job position in a particular Industry and the student will get acquainted while working with that Industry Sector. Alternatively, if not selected, a student has to do the project work in an opted Industry Sector for 4 to 6 weeks, so that after completion of PG, he/she gets simulated Industry exposure in which the student wish to make his/her career.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

<b>Course Nomenclature</b>	<b>RETAIL MANAGEMENT</b>	
<b>Year/Semester</b>	<b>II/IV</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to: <ul style="list-style-type: none"> <li>3. Evolution of Organized retail in India. Explain the various types of retailing formats</li> <li>4. Understand the concept of store planning and retail marketing mix</li> </ul>	
	<ul style="list-style-type: none"> <li>7. Explain the STP approach in retail management.</li> <li>8. Describe customer relationship management and the various strategies adopted by retail industry.</li> <li>9. Explain the selection process in retail industry: recruitment, selection, training and compensation</li> <li>10. Describe retail store audit and self-assessment techniques</li> </ul>	

Unit I	Evolution of Retailing, Organized Retailing in India, Retail Store Formats: Store based, Non Store based and Service retailing. E- Retailing, Retail Sales Process, Innovative Retail Trends, Ethics in Retail: Importance and Ethical practice towards consumers.	
Unit II	Evaluation of Trading Area, Retail Store Location-Isolated location, Unplanned Business District, Neighborhood Business District, Planned Shopping Center. Retail Image Management-Store atmosphere, Store exteriors, Store layouts, Interior Display, Visual merchandising. Store Operations: POS (Point of Sale), Customer Service and Accommodation, Retail Floor and Shelf Management, Retail Accounting and Cash Management.	
Unit III	Merchandise Planning, Buying plans of retail stores. Marketing: STP approach, Positioning for Differentiation, Advertising, Sales Promotion, Public Relations & Publicity, Personal Selling, Retail Branding, Customer Relationship Management.	
Unit IV	Procurement, training and compensation. Retail audits: Objectives, Techniques and benefits of Audit Technology, Factors to be considered before implementing audit technology.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	5. Newman & Cullen, Retailing, Thomson South Western, 2018 6. Dunna Lusche Griffith, Retailing , Thomson South Western, 2013 7. Suja Nair, Retail Management, Himalaya Publishing House, 2009 8. Pradhan Swapna, Retail Management, McGraw Hill, 2016
➤	Online resources	International Journal of Retail Management & Research, Journal of Business & Retail Management Research

<b>Course Nomenclature</b>	<b>SALES AND DISTRIBUTION MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Course Outcomes</b>	By the end of this course students will be able to:

	<p>7. Describe the concepts of Sales management, personal selling and its theories.</p> <p>8. Explain the process of Recruitment, Motivation and Compensation of sales force.</p> <p>9. Characterize the fundamentals of wholesale and retailing and its recent trends.</p> <p>10. Express the knowledge about Sales Territory, Sales Quota and Sales Budgeting.</p> <p>11. Assess the insights about distributor's policies and strategies.</p> <p>12. Prepare the components of Logistics in context to India.</p>	
Unit I	Introduction to sales management, Selling as a part of marketing , Personal Selling: Meaning, characteristics, Process and Importance, Types of Sales Jobs; Theories of Personal Selling; Sales Organizations: types of sales organizations. An overview of wholesale and retailing. Recent Trends in Retailing	
Unit II	Recruitment, selection & Training of Sales personnel. Sales force motivation and compensation: Nature of motivation, Importance, Process and factors in the motivation, Compensation- Meaning, Types of compensation plans and evaluation of sales force by performance and appraisal process.	
Unit III	Sales Territory: meaning, size, designing; Sales Quota: procedure for sales quota, Types of sales quota, Methods of setting sales quota. Sales Budgeting	
Unit IV	Types, importance and distributor's policies and strategies, distributors' selections and appointment; Channel conflicts and resolutions; Physical Distribution System: Components of logistics: inventory, warehouse management, and transportation; Different Modes of Transport in India.	
➤	Learner support Material	NPTTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

➤	Text books (Latest Editions)	6. Still, Richard R., Cundiff, Edward W. & Govoni, Norman; Sales Management - Decision, Strategies and Cases; Pearson Education/Prentice Hall of India; New Delhi 2019 7. Dalrymple, Douglas J.; Cron, William L. & Decarlo, Thomas; Sales Management; John Wiley & Sons (Asia) Pvt. Ltd; New Delhi 2014. 8. Spiro, Stanton and Rich: Management of Sales Force, Tata McGraw Hill, New Delhi 2015 9. Panda and Sahadev, Sales and Distribution Management: Oxford University Press, 2015 10. Chunawalla, S.A. Sales and Distribution Management, Himalaya Publishing House 2014
➤	Online resources	Journal of Marketing Management, International Journal of Marketing Management

<b>Course Nomenclature</b>	<b>CUSTOMER RELATIONSHIP MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Learning Outcomes</b>	By the end of this course students will be able to: <ol style="list-style-type: none"> <li>7. Describe the benefits of CRM and CRM models in present competitive scenario.</li> <li>8. Explain the conceptual foundation of Relationship Marketing, Customer loyalty management, Service quality management and complaint handling process.</li> <li>9. Choose programs and strategies that can be applied for enhancing customer relationship management in an organization.</li> <li>10. Analyse the steps involved in CRM project planning and implementation and compare CRM &amp; e-CRM.</li> <li>11. Evaluate the application of CRM strategies in different sectors.</li> <li>12. Integrate CRM in Services and CRM in B 2 B Commerce.</li> </ol>
Unit I	CRM- Definition, Evolution and Benefits and levels, Privacy and Ethics in CRM. Customer relationship framework, Customer Satisfaction and Profit chain, CRM Model, Managing Customer Life Cycle, Customer Retention – Strategies and Sequences in Retention Process.

Unit II	Conceptual and theoretical foundations of Relationship Marketing, Extending the concept of Relationship to achieve competitive advantage, Customer Value Creation, Customer loyalty management, Enterprise Marketing Management, Service quality management, Relationship Quality, Managing Service recovery programs and Complaint Handling.	
Unit III	CRM project Planning and Implementation, CRM Metrics Introduction to e-CRM: Architecture, features and functions. Difference between CRM & e-CRM; e-CRM strategy. Eight building blocks and Perils of CRM.	
Unit IV	CRM in Services (Hospitality, Health-Care, Telecom, Retail, Financial services etc.), CRM in B 2 B Commerce. CRM in Mass Markets	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	5. Buttle. Francis, Customer Relationship Management, Elsevier Butterworth Heinemann, 2011 6. Makkar. Urvashi, Makkar Kumar. Harinder, CRM, Tata McGraw Hill, 2015. 7. Roger J. Baran, Robert J. Galka, Daniel P. Strunk, Customer Relationship Management, Cengage Learning, 2018. 8. Seth, Jagdish N., Customer Relationship
		Marketing, Tata McGraw Hill, 2011. 5. Kaushik Mukherjee, CRM, Prentice Hall of India Private Limited, New Delhi, 2018
➤	Online resources	International Journal of Customer Relationship Marketing & Management, Journal of Relationship Marketing, International Journal of Business and Social Science

<b>Course Nomenclature</b>	<b>INTEGRATED MARKETING COMMUNICATION</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Course Outcomes</b>	By the end of this course students will be able to:  7. Describe the concept and importance of integrated marketing communication. 8. Summarize the factors affecting message and media strategy. 9. Determine the functions of Ad agency and methods compensation for Ad agency. 10. Contrast the inter-relationship between different elements of promotion-mix. 11. Assess various techniques of Sales Promotion and Public Relation. 12. Integrate the knowledge about Ethics and Social Responsibility in IMC.

Unit I	Concept and Process of Integrated Marketing Communications (IMC): Elements of IMC & Developing respective communication campaign The Promotion Mix, Role of IMC in marketing process. Evolution and Importance of Integrated Marketing Communication, Economic and Creative justification of marketing communications.	
Unit II	Concept of STP, Identification of the target audience, Establishment of Marketing Communications objectives, Setting Marketing Communication Budget, Organizing for Marketing Communications: Role of Ad Agencies and other Marketing Communication organizations, Client Agency Relationship.	
Unit III	IMC Message Design: 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. Considerations for creative idea Visualization. Media Management – Media Process – Media Jargons – Media Buying – Strategies and execution Suppliers in IMC: Hoarding Contractors/Printers etc., Advertisement Agency – Departments of Ad Agency, Methods of compensation. Client Servicing-client Agency relationship	
Unit IV	Below the line Communications, Sales Promotion, Public Relation, Event management, Publicity, Corporate Advertising, Direct Marketing, Personal Selling. Measuring the effectiveness of all Promotional tools and IMC. Ethics and social responsibility in IMC.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1. Paul Smith, Paul Russell Smith & Chris Berry, Strategic Marketing Communications: New Ways to Build Communications, Kogan Page Ltd., 2012. 2. Jonathan Taylor, Paul Russell Smith, Marketing Communications: An Integrated Approach, Kogan Page Ltd., 2014. 3. Larry. Percy, Strategic Integrated Marketing Communications, Butterworth Heinemann/Elsevier, 2014. 4. Duncan. Tom, Principles of Advertising & Integrated Marketing Communication, Tata McGraw Hill, 2015.
➤	Online resources	International Journal of Customer Relationship Marketing & Management, International Journal of Internet marketing & Advertising

<b>Course Nomenclature</b>	<b>TRAINING AND DEVELOPMENT</b>	
<b>Year/Semester</b>	<b>II/IV</b>	
<b>Course Outcomes</b>	By the end of this course students will be able to:	
	<ul style="list-style-type: none"> <li>7. Describe the conceptual, importance objectives of Training and Development of employees.</li> <li>8. Explain the steps and levels involved in designing and implementing Training Program for the employees.</li> <li>9. Determine the methods and techniques of training for designing a training module.</li> <li>10. Classify types of trainer &amp; training institutions, training styles, skills of an effective trainer, types of trainees.</li> <li>11. Justify training effectiveness and types of Evaluation techniques in an organization.</li> <li>12. Develop knowledge about emerging trends in training and development.</li> </ul>	
Unit I	Training & Development: Concept, Objectives, Importance and Limitations. Training needs Assessment: Concept, Objectives, Levels and Process; Training Design and Administration.	
Unit II	Trainer Identification, Methods and Techniques of Training, Designing a Training Module, Cross Cultural Leadership, Training the Trainer, Training methods, techniques and audio visual aids. Transfer of Training: implementation of the training programme.	
Unit III	Types of Trainer & Training Institutions, Training styles, Skills of an Effective Trainer, Role of Trainer as a Change Agent, Management Development Programme: Concept, Objectives, Importance, Process and Methods. Types of Trainees. Use of Psychometric Tests in Training.	
Unit IV	Training evaluation: Measuring training effectiveness and impact, Types of Evaluation techniques, Training and Development in India. Brief Introduction of Skill Councils under Skill Development program of India. Emerging trends in Training and Development	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), <a href="https://www.istd.co.in/">https://www.istd.co.in/</a> , E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1. Bhattacharya, Deepak, Training and Development: Theories and Applications, Sage Publications, 2015.



		<p>2. Agochia, D. Every Trainer's Handbook, Sage Publications, 2014.</p> <p>3. Bhatia, S.K. Training and Development: Concepts and Practices, Jain Book Agency, 2014.</p> <p>4. Reddy, B. R. Effective Human Resource Training &amp; Development, Himalaya Publishing House, 2018.</p> <p>5. Blanchard, N.P., Thacker, W.J. R. &amp; Ram, V.A. Effective Training: Systems, Strategies and Practices, Pearson, 2013.</p> <p>5. Raymond, A. N. Employee Training and Development, Mc Graw Hill, 2019.</p>
➤	Online resources	Human Resource Management Review, Journal of Human Resource Management ( <a href="http://www.jhrm.eu">www.jhrm.eu</a> ), International Journal of Training and Development-Wiley

<b>Course Nomenclature</b>	<b>INTERNATIONAL HUMAN RESOURCE</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Course</b>	By the end of this course students will be able to:
<b>Outcomes</b>	<p>7. Enumerate the different approaches to International Human Resource Management</p> <p>8. Explain the role of an expatriate and non-expatriate</p> <p>9. Determine the key components of an international compensation program</p> <p>10. Characterize the factors affecting international compensation</p> <p>11. Appraise Career Development of Expatriates</p> <p>12. Develop the strategic approach in Cultural diversity management</p>
Unit I	Broad overview of IHRM, Domestic and International HRM, control mechanisms and mode of operations. Approaches to international staffing: recruitment and selection of home, host and third country nationals, different approaches to International Human Resource Management, transferring staff for international business activities, the role of an expatriate and non-expatriate.
Unit II	Objectives and approaches to international compensation, key components of an international compensation program, factors affecting international compensation, performance management of international personnel.

Unit III	Training and development in international context: types of expatriate training: Home Country National's training, Career Development of Expatriates, repatriate training and its significance, International Labour Relations: Key issues, response of labour unions to MNCs.	
Unit IV	Cross Cultural values Mapping cultural differences: Hofstede Model, Hall's study, Kluckhohn- Strodtbeck model, cross-cultural communications Behaviour, Cross-Cultural Negotiations, IHRCCM-Trends & future challenges. Cultural diversities in global firm: definition, advantages and problems of diversified work force, strategies for managing diversity, Diversity management –concept, strategic approach in Cultural diversity management ,aspects of diversity management, steps for managing cultural diversity.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Dowling Peter J., Marion Festing and Engle Allen D., International HR and Cross Cultural Management, ThomsonPublishers, 2018</li> <li>2. Branine Mohamed, Managing Across Cultures, SAGE Publications Ltd., 2015</li> <li>3. Harzing Anne-Wil and PinningtonAshly, International Human Resource Management, SAGE Publications Ltd. 2016</li> <li>4. Rao P. Subba , International Human Resource Management, Himalaya Publishing House Pvt. Ltd.,2017</li> <li>5. TayebMonir H. , International Human</li> </ol>
		Resource Management: A Multinational Company Perspective, Oxford University Press, 2018  <ol style="list-style-type: none"> <li>7. BriscGE, D., Schuler, R., &amp;Tarique, I. International human resource management: Policies and practices for multinational enterprises. Routledge.</li> </ol>
➤	Online resources	IOSR Journal of Business & Management ( <a href="http://www.iosrjournals.org/iosr-jbm.html">http://www.iosrjournals.org/iosr-jbm.html</a> ) Journal of Human Resource Management The International Journal of Human Resource

<b>Course Nomenclature</b>	<b>COMPENSATION AND PERFORMANCE MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>7. Tell about the concept of Strategic compensation and Compensation Policies.</li> <li>8. Explain the concept and process of Performance Measurement and Appraisal.</li> <li>9. Sketch about the prerequisites and process of Performance Management.</li> <li>10. Infer different types of Compensation Plans and Strategies.</li> <li>11. Argue the different approaches and tools to identify the competencies of the employees.</li> <li>12. Develop the knowledge about determining Compensation and Government Regulations pertaining to Compensation.</li> </ol>
Unit I	Compensation Management: Concept, Objectives and Importance, Wages and Salary Administration at Macro (National) Level: Wage Policy, Institutional Mechanisms for Wage Determination; Pay Commission, Wage Boards, Public Sector Pay Revision. Factors influencing Compensation Management;, Role of various parties – Employees, Employers, Unions & Government in Compensation Management, Significant Compensation Issues.
Unit II	Basic plans – Time wage, Piece wage, Incentives; Perquisites, Bonuses, Employee Stock Option Plans & Gain Sharing Team based reward system, Executive compensation Strategies – elements of executive compensation and its management – Executive compensation in an international context, 3- P Approach to Compensation, Compensation as a retention strategy. Compensation Policies.
Unit III	Need of performance planning , Planning Individual Performance, Principles of Measurement ; Classification of Performance Measures, Measurement issues; Approaches and tools to measure organizational performance,
	Traditional and modern performance appraisal methods. Ethics in Performance Appraisal.

Unit IV	Introduction and Approaches to Competency Analysis, Competency mapping; Competency versus performance appraisal, Different tools to identify the competencies of the employees.	
➤	Learner support Material	NPTEL, Swayam( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>1. Performance Management: Concepts and Cases, The ICFAI University Press, 2015.</li> <li>2. Milkovich &amp; Newman. Compensation Management, Tata Mc Graw Hill, 2014</li> <li>3. Martocchio, Joseph J, Strategic Compensation, 3rd Edition, Pearson Education, 2014.</li> <li>4. Singh, BD, Compensation &amp; Reward Management, Excel Books, 2017.</li> <li>5. Anderson, Richard I, Compensation Management in Knowledge based World, 10th edition, Pearson Education, 2009</li> <li>6. Sharma, R, C., Sulabh, S., Compensation Management, Sage Texts, 2019</li> </ol>
➤	Online resources	<p>Journal of Human Resource Management, Human Resource Management Journal  <a href="https://www.arcjournals.org/pdfs/ijmsr/v2-i9/13.pdf">https://www.arcjournals.org/pdfs/ijmsr/v2-i9/13.pdf</a>  <a href="https://journals.sagepub.com/doi/abs/10.1177/0886368719860673?journalCode=cbrb">journals.sagepub.com/doi/abs/10.1177/0886368719860673?journalCode=cbrb</a></p>

<b>Course Nomenclature</b>	<b>COMPETENCY MAPPING AND TALENT MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>7. Discuss the concept of Competency Mapping.</li> <li>8. Explain the process and prerequisites of Competency Mapping.</li> <li>9. Use various tools and techniques of Competency Assessment.</li> <li>10. Determine the development and usage of Competency Models.</li> <li>11. Conclude the importance and impact of Talent management.</li> <li>12. Integrate various methods of Competency Assessment.</li> </ol>

Unit I	Concept and definition of Role and competency, Characteristics of competency, historical development, Competency versus competence, Performance versus competency; Skills versus competency, behavior indicators, Types of competencies – generic/specific, threshold/performance, and differentiating and technical, managerial and human	
Unit II	Performance criteria, Sampling criteria, tools for data collection, data analysis, validating the competency models, short cut method, mapping future jobs and single incumbent jobs, using competency profiles in HR decisions and Methods of data collection for mapping	
Unit III	Identification of Role competencies, elemental competencies, assessment center, Design of assessment center, Use of psychometric testing in assessment center, 360 degree feedback, potential appraisal through assessment center, other methods of competency assessment: Role plays, Case study, Structured Experiences, Simulations, Business Games	
Unit IV	Developing competency models from raw data- data recording, analyzing the data, content analysis of verbal expression, validating the competency models. Strategies for managing & retaining talent. Key principles involved in managing talent. Role of Talent Management in Building Sustainable Competitive Advantage to an Organization Knowledge management in organizations, Building Blocks for Talent Management	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<ol style="list-style-type: none"> <li>6. Ganesh Shermon ,Competency Based HRM, , Tata McGraw Hill, 1st Edition, 2004</li> <li>7. Sangvi, Seema A handbook of Competency mapping – , Response Books, 2012</li> <li>8. Sharma, Radha R Competency Mapping and assessment Centers, Tata McGraw Hill, 2011</li> <li>9. Sanghi, Seema, The Handbook of Competency Mapping: Understanding, Designing and Implementing Competency Models in Organizations- Sage Publications Pvt. Ltd, 2016</li> <li>10. Padosh, S., Talent and Competency Management, Himalaya Publishing House, 2018</li> </ol>

➤	Online resources	Human Resource Management Research, Open Journal of Human Resource Management  indianresearchjournals.com/pdf/IJSSIR/2012/November/14.pdf  <a href="https://www.iupindia.in/109/IJMR_Compentency_Mapping_85.html">https://www.iupindia.in/109/IJMR_Compentency_Mapping_85.html</a>  International Journal of Scientific & Engineering Research
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<b>Course Nomenclature</b>	<b>MANAGEMENT OF FINANCIAL SERVICES &amp; INSTITUTIONS</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Course Outcomes</b>	By the end of this course students will be able to: <ul style="list-style-type: none"> <li>7. Describe the structure and regulation of the financial services industry.</li> <li>8. Demonstrate knowledge of a broad spectrum of financial products and competence in measuring risk exposures of financial institutions.</li> <li>9. Apply critical thinking, analytical and problem solving skills in the context of methods of measuring and managing risks faced by financial intermediaries.</li> <li>10. Contrast on the structure of Mutual Fund and venture capital organizations.</li> <li>11. Conclude the off-balance-sheet activities of financial institutions.</li> <li>12. Synthesize the working and significance of credit rating agencies.</li> </ul>
Unit I	Financial Systems: The structure of the financial system, functions of the financial system, money and capital market, new issue market. Public Provident Fund, National Pension Scheme, Post Office Saving Scheme, RBI Bonds, State Bonds. Types of financial services; Risk Management in financialservices.
Unit II	Investment and Merchant Banking; Book Building; Development of Leasing and Hire Purchase, Types of Leasing, Leasing in India. Micro Finance.
Unit III	Mutual funds- Origin of the funds and types of funds, Plastic money: credit, debit and smart cards, Venture Capital: Concept, Process, limitations & Agencies

Unit IV	Security Exchange Board of India, Stock Exchanges, Stock Holding Corporation of India, Discount and Finance House of India, Credit Rating: Concept, Types & Agencies, Housing Finance, Securitization of debt: Introduction, Mechanism and process of Securitization, Asset Reconstruction Companies, Participants in securitization and their roles	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	4. Paul Justin, Suresh Padmalatha, Management of Banking and Financial Services, Pearson, 2017. 5. Bhatia B.S. and Batra G.S., Management of Financial Services, Deep & Deep Publications Pvt. Ltd., 2015. 6. Gomez Clifford, Financial Markets, Institutions and Financial Services, PHI learning private Ltd., 2016
		6. Gurusamy- Financial Services, Tata McGraw Hill Education Pvt. Ltd., 2014 7. Saha, Siddhartha Sankar, Indian Financial System: Financial Markets, Institutions and Services, Tata McGraw Hill Education Pvt. Ltd., 2020
➤	Online resources	Arabian Journal of Business and Management Review, International Journal of Accounting Research, Journal of Internet Banking & Commerce, Journal of Stock & Forex Trading

<b>Course Nomenclature</b>	<b>INTERNATIONAL FINANCIAL MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/IV</b>
<b>Course Outcomes</b>	By the end of this course students will be able to: <ul style="list-style-type: none"> <li>7. Define the international monetary system and the foreign exchange markets</li> <li>8. Explain Balance of Payments (BOP) data and determine its implications for international competition.</li> <li>9. Apply knowledge of derivatives to risk management in international financial markets.</li> <li>10. Analyse how interest rate risk affects financial decision making in the international business arena.</li> <li>11. Classify different instruments in international financial market and Remember different International Financial Institutions working at international level.</li> <li>12. Build Exchange Rate Mechanism and foreign exchange market.</li> </ul>

Unit I	International Finance: Nature, Scope and Objectives, Domestic V/s International Financial Management, Methods of International Investment-Direct and Indirect Investment, Balance of Payment and its approaches. Finance function in global business scenario.	
Unit II	Overview of Foreign Exchange Market, Spot and Forward Exchange Rates. Theories of Exchange Rates, Exchange Rate Determination in spot and forward market, Exchange Risk and exposures. Types of risk: Economic, transaction and translation	
Unit III	Multinational Working Capital Requirements, Multinational Capital Budgeting. Optimum financial structure and MNC ,International Merger & Acquisition	
Unit IV	International Monetary System- Components and Importance, Main Instruments of International Capital Market- Equity Market, Debt Market. Eurocurrency market, Forming Optimum International Portfolio Return and	
	Risk in International Investments. International Financial Institutions- IMF, IBRD (World Bank), IFC, IDA and ADB. FDI, Factors Affecting Foreign Direct Investment Decisions.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	1.Apte, P.G. International Financial Management, Tata McGraw Hill,2015 2.Eiteman K. David, Stone hill I. Arthur and Moffett H. Michael, Multinational Business Finance, Pearson, 2014 6.Madura Jeff, International Corporate Finance, Cengage Learning, International Education, 2014 7.Sharan,Vyuptakesh, International Financial Management, Prentice Hall, 2013 8.Siddaiah, Thummuluri. International Financial Management, Pearson, 2010
➤	Online resources	Journal of International Financial Management & Accounting, Journal of Multinational Financial Management, International Journal of Financial Management

<b>Course Nomenclature</b>	<b>CORPORATE TAX MANAGEMENT</b>
<b>Year/Semester</b>	<b>II/IV</b>



<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>7. Enumerate the basic concept of tax and its applicability</li> <li>8. Interpret residential status of assesses and incomes exempted from tax</li> <li>9. Compute income from different sources under Income Tax Act 1961</li> <li>10. Categorize various deductions for minimizing the corporate tax liability.</li> <li>11. Assess total taxable income of company and tax under MAT provisions.</li> <li>12. Synthesize Goods and Service Tax and its impact on the existing taxation system.</li> </ol>
Unit I	Overview of tax structure, Residential status, Income from Salary, Income from House Property. Income from Business & Profession
Unit II	Income from Capital Gain, Income from Other Sources, Exempted incomes U/s 10, 10 AA, 10 AB, 10B and 54 to 54F Deductions of Section 80 related to companies.

Unit III	Marginal Relief, Advance payment of tax. Minimum Alternate Tax. Computation of taxable income of company and co-operative societies, tax rates and tax liabilities.	
Unit IV	GST: Introduction of GST, Need of GST, Important Definitions, Exempted goods and services and Tax Calculation Under GST	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.
➤	Text books (Latest Editions)	<p>6. Singhania, Monica and Singhania, K., Dr. Vinod, Student's Guide to Income Tax 2022-23, Taxmann Publications Private Limited, 2021</p> <p>7. Ahuja, Girish and Gupta, Ravi, Income Tax, Service Tax &amp; VAT, Bharat Law House, 2022</p> <p>8. Singhania, Dr. V. K. and Singhania, Dr. Kapil, Direct Taxes - Law &amp; Practice, Taxmann Publications Pvt. Limited, 2022</p> <p>9. Jain, Khandelwal, Pareek, Shah and Mangal, Income Tax, Ramesh Book Depot, 2022</p> <p>10. Singhania, K., Dr. Vinod and Singhania, Monica, Corporate Tax Planning &amp; Business Tax Procedures with Case Studies, Taxmann Publications Private Limited, 2021</p>
➤	Online resources	Journal of International Accounting, Auditing and Taxation, Journal of Tax Administration, Journal of Tax Reform, International Journal of Accounting and Taxation

<b>Course Nomenclature</b>	<b>Logistics Infrastructure Management</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and practices of logistics infrastructure management. 2. Analyze the components and functions of logistics infrastructure. 3. Develop strategies for optimizing logistics infrastructure. 4. Evaluate the impact of technology on logistics infrastructure. 5. Assess the role of logistics infrastructure in supply chain management. 6. Implement best practices for managing logistics infrastructure and facilities.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Logistics Infrastructure Management: Definition, Nature, and Scope of Logistics Infrastructure. Importance of Logistics Infrastructure in Supply Chain. Components of Logistics Infrastructure: Warehouses, Transportation Networks, Ports, Airports, etc.
<b>Unit II</b>	Infrastructure Planning and Design: Logistics Infrastructure Planning. Design and Layout of Logistics Facilities. Site Selection and Facility Location. Case Studies on Infrastructure Planning and Design.
<b>Unit III</b>	Technology and Automation in Logistics Infrastructure: Role of Technology in Logistics Infrastructure. Automation and Robotics in Warehousing. Internet of Things (IoT) and Smart Logistics. Future Trends in Logistics Infrastructure Management.
<b>Unit IV</b>	Logistics Infrastructure and Supply Chain Management: Integration of Logistics Infrastructure in Supply Chain. Performance Measurement of Logistics Infrastructure. Sustainable Logistics Infrastructure. Case Studies on Successful Logistics Infrastructure Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> . E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Bowersox, D.J., Closs, D.J., & Cooper, M.B. - "Supply Chain Logistics Management," McGraw-Hill Education, 2013. 2. Coyle, J.J., Langley, C.J., Novack, R.A., & Gibson, B.J. - "Supply Chain Management: A Logistics Perspective," Cengage Learning, 2016. 3. Chopra, S., & Meindl, P. - "Supply Chain Management: Strategy, Planning, and Operation," Pearson Education, 2019. 4. Ballou, R.H. - "Business Logistics/Supply Chain Management," Pearson Education, 2004. 5. Ghiani, G., Laporte, G., & Musmanno, R. - "Introduction to Logistics Systems Management," Wiley, 2013. 6. Rushton, A., Croucher, P., & Baker, P. - "The Handbook of Logistics and Distribution Management," Kogan Page, 2017.
<b>Online Resources</b>	Journal of Business Logistics, International Journal of Logistics Management, Supply Chain Management Review, Harvard Business Review, Journal of Supply Chain Management

<b>Course Nomenclature</b>	<b>Multimodal Transport &amp; Containerization</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and practices of multimodal transport and containerization. 2. Analyze the components and functions of multimodal transport systems. 3. Develop strategies for optimizing multimodal transport operations. 4. Evaluate the impact of containerization on global trade and logistics. 5. Assess the role of technology in multimodal transport and containerization. 6. Implement best practices for managing multimodal transport and container logistics.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Multimodal Transport: Definition, Nature, and Scope of Multimodal Transport. Importance of Multimodal Transport in Global Trade. Components of Multimodal Transport Systems: Road, Rail, Sea, Air.
<b>Unit II</b>	Containerization and Its Impact: History and Evolution of Containerization. Types of Containers and Their Uses. Impact of Containerization on Global Trade and Logistics. Case Studies on Containerization.
<b>Unit III</b>	Multimodal Transport Operations: Planning and Coordination of Multimodal Transport. Challenges in Multimodal Transport. Role of Ports and Terminals in Multimodal Transport. Performance Measurement of Multimodal Transport Operations.
<b>Unit IV</b>	Technology and Future Trends in Multimodal Transport: Role of Technology in Multimodal Transport. Digitalization and Automation in Container Logistics. Sustainable Multimodal Transport. Future Trends in Multimodal Transport and Containerization.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Stopford, M. - "Maritime Economics," Routledge, 2009. 2. Wood, D.F., Barone, A., Murphy, P.R., & Wardlow, D.L. - "International Logistics," Springer, 2014. 3. Rodrigue, J.-P., Comtois, C., & Slack, B. - "The Geography of Transport Systems," Routledge, 2016. 4. Branch, A.E. - "Elements of Shipping," Routledge, 2014. 5. Notteboom, T., & Rodrigue, J.-P. - "Ports, Cities, and Global Supply Chains," Routledge, 2017. 6. Lun, Y.H.V., Lai, K.-H., & Cheng, T.C.E. - "Shipping and Logistics Management," Springer, 2010.
<b>Online Resources</b>	Journal of Transport Geography, International Journal of Shipping and Transport Logistics, Journal of Maritime Policy & Management, Harvard Business Review, Journal of Supply Chain Management

<b>Course Nomenclature</b>	<b>Procurement &amp; Strategic Sourcing</b>
<b>Year/Semester</b>	II/IV

<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and practices of procurement and strategic sourcing. 2. Analyze the procurement process and its impact on supply chain management. 3. Develop strategies for effective sourcing and supplier management. 4. Evaluate the role of technology in procurement and strategic sourcing. 5. Assess the importance of ethical and sustainable procurement practices. 6. Implement best practices for managing procurement and sourcing activities.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Procurement and Strategic Sourcing: Definition, Nature, and Scope of Procurement. Importance of Procurement in Supply Chain Management. Procurement Process and Framework.
<b>Unit II</b>	Sourcing and Supplier Management: Developing Sourcing Strategies. Supplier Selection and Evaluation. Supplier Relationship Management. Case Studies on Strategic Sourcing.
<b>Unit III</b>	Technology in Procurement and Sourcing: Role of Technology in Procurement. E-Procurement Systems. Blockchain in Procurement. Future Trends in Technology for Procurement and Sourcing.
<b>Unit IV</b>	Ethical and Sustainable Procurement: Ethical Issues in Procurement. Sustainable Procurement Practices. Regulatory Compliance in Procurement. Future Trends in Ethical and Sustainable Procurement.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Lysons, K., & Farrington, B. - "Procurement and Supply Chain Management," Pearson Education, 2016. 2. Monczka, R.M., Handfield, R.B., Giunipero, L.C., & Patterson, J.L. - "Purchasing and Supply Chain Management," Cengage Learning, 2015. 3. Baily, P., Farmer, D., Crocker, B., Jessop, D., & Jones, D. - "Procurement Principles and Management," Pearson Education, 2015. 4. Burt, D.N., Petcavage, S.D., & Pinkerton, R.L. - "Supply Management," McGraw-Hill Education, 2010. 5. Sollish, F., & Semanik, J. - "Strategic Global Sourcing Best Practices," Wiley, 2011. 6. van Weele, A.J. - "Purchasing and Supply Chain Management," Cengage Learning, 2014.
<b>Online Resources</b>	Journal of Supply Chain Management, International Journal of Procurement Management, Journal of Purchasing and Supply Management, Harvard Business Review, Journal of Business Logistics

<b>Course Nomenclature</b>	<b>Healthcare Safety &amp; Risk Management</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and practices of healthcare safety and risk management. 2. Analyze the various types of risks in healthcare settings. 3. Develop strategies for managing healthcare risks and ensuring patient safety. 4. Evaluate the role of regulatory frameworks in healthcare safety. 5. Assess the impact of technology on healthcare safety and risk management. 6. Implement best practices for managing healthcare safety and risk.

<b>Course Code</b>	
<b>Unit I</b>	Introduction to Healthcare Safety and Risk Management: Definition, Nature, and Scope of Healthcare Safety and Risk Management. Importance of Safety and Risk Management in Healthcare. Types of Risks in Healthcare Settings.
<b>Unit II</b>	Risk Management Strategies: Identifying and Assessing Risks in Healthcare. Developing Risk Management Plans. Implementing Risk Mitigation Strategies. Case Studies on Healthcare Risk Management.
<b>Unit III</b>	Regulatory Frameworks and Patient Safety: Overview of Regulatory Frameworks in Healthcare (JCI, NABH, etc.). Patient Safety Standards and Protocols. Compliance and Audit in Healthcare.
<b>Unit IV</b>	Technology and Future Trends in Healthcare Safety: Role of Technology in Healthcare Safety and Risk Management. Electronic Health Records (EHR) and Health Information Systems. Telemedicine and Remote Patient Monitoring. Future Trends in Healthcare Safety and Risk Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	<ol style="list-style-type: none"> <li>1. Carroll, R. - "Risk Management Handbook for Health Care Organizations," Wiley, 2011.</li> <li>2. ECRI Institute - "Healthcare Risk Control," ECRI Institute, 2019.</li> <li>3. Youngberg, B.J. - "Principles of Risk Management and Patient Safety," Jones &amp; Bartlett Learning, 2011.</li> <li>4. Vincent, C. - "Patient Safety," Wiley-Blackwell, 2010.</li> <li>5. Fleming, M., &amp; Wentzell, N. - "Healthcare Quality Management," Springer, 2008.</li> <li>6. Grol, R., Wensing, M., Eccles, M., &amp; Davis, D. - "Improving Patient Care: The Implementation of Change in Health Care," Wiley-Blackwell, 2013.</li> </ol>
<b>Online Resources</b>	Journal of Patient Safety, International Journal of Health Care Quality Assurance, Health Care Management Review, Harvard Business Review, Journal of Risk Management and Healthcare Policy

<b>Course Nomenclature</b>	<b>Workplace Stress &amp; Wellbeing Management</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	<p>By the end of this course, students will be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the principles and importance of managing workplace stress and wellbeing.</li> <li>2. Analyze the factors contributing to workplace stress.</li> <li>3. Develop strategies for managing and reducing workplace stress.</li> <li>4. Evaluate the impact of organizational culture on employee wellbeing.</li> <li>5. Assess the role of leadership in promoting a healthy work environment.</li> <li>6. Implement best practices for enhancing employee wellbeing and productivity.</li> </ol>
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Workplace Stress and Wellbeing Management: Definition, Nature, and Scope of Workplace Stress and Wellbeing Management. Importance of Managing Stress and Wellbeing in the Workplace. Types and Sources of Workplace Stress.

<b>Unit II</b>	Factors Contributing to Workplace Stress: Organizational Factors: Workload, Work Environment, Role Conflict. Personal Factors: Personality Traits, Life Events. Case Studies on Workplace Stress Factors.
<b>Unit III</b>	Strategies for Managing Workplace Stress: Identifying and Assessing Stressors. Stress Management Techniques and Programs. Promoting Work-Life Balance. Case Studies on Stress Management Strategies.
<b>Unit IV</b>	Promoting Wellbeing in the Workplace: Role of Organizational Culture in Employee Wellbeing. Leadership and Employee Wellbeing. Implementing Wellbeing Programs. Future Trends in Workplace Stress and Wellbeing Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	<ol style="list-style-type: none"> <li>1. Cartwright, S., &amp; Cooper, C.L. - "Managing Workplace Stress," SAGE Publications, 1996.</li> <li>2. Quick, J.C., &amp; Tetrick, L.E. - "Handbook of Occupational Health Psychology," American Psychological Association, 2011.</li> <li>3. Cox, T., &amp; Griffiths, A. - "Work-related Stress and Well-being: Managing the Risk," ILO, 2005.</li> <li>4. Grawitch, M.J., &amp; Ballard, D.W. - "The Psychologically Healthy Workplace: Building a Win-Win Environment for Organizations and Employees," APA Books, 2016.</li> <li>5. Fisher, C.D., &amp; Cooper, C.L. - "The Wellbeing of Work," Routledge, 2019.</li> <li>6. Briner, R.B., &amp; Reynolds, S. - "Well-being in Organizations," SAGE Publications, 2011.</li> </ol>
<b>Online Resources</b>	Journal of Occupational Health Psychology, International Journal of Workplace Health Management, Journal of Organizational Behavior, Harvard Business Review, Journal of Occupational and Environmental Medicine

<b>Course Nomenclature</b>	<b>Healthcare Strategy</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	<p>By the end of this course, students will be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the principles and practices of healthcare strategy.</li> <li>2. Analyze the competitive environment in the healthcare industry.</li> <li>3. Develop strategic plans for healthcare organizations.</li> <li>4. Evaluate the impact of regulatory frameworks on healthcare strategy.</li> <li>5. Assess the role of technology in shaping healthcare strategy.</li> <li>6. Implement best practices for managing strategic change in healthcare organizations.</li> </ol>
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Healthcare Strategy: Definition, Nature, and Scope of Healthcare Strategy. Importance of Strategy in Healthcare Organizations. Strategic Management Process in Healthcare.
<b>Unit II</b>	Competitive Analysis in Healthcare: Understanding the Competitive Environment. SWOT Analysis. PESTEL Analysis. Porter's Five Forces Model. Case Studies on Competitive Analysis in Healthcare.

<b>Unit III</b>	Developing Healthcare Strategies: Strategic Planning and Goal Setting. Strategy Formulation and Implementation. Strategic Alliances and Partnerships in Healthcare. Case Studies on Healthcare Strategy Development.
<b>Unit IV</b>	Technology and Regulatory Impact on Healthcare Strategy: Role of Technology in Healthcare Strategy. Impact of Regulatory Frameworks on Healthcare Strategy. Managing Strategic Change in Healthcare Organizations. Future Trends in Healthcare Strategy.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , <a href="#">etc.</a>
<b>Text Books (Latest Editions)</b>	<ol style="list-style-type: none"> <li>1. Porter, M.E., &amp; Teisberg, E.O. - "Redefining Health Care: Creating Value-Based Competition on Results," Harvard Business Review Press, 2006.</li> <li>2. Ginter, P.M., Duncan, W.J., &amp; Swayne, L.E. - "Strategic Management of Health Care Organizations," Wiley, 2018.</li> <li>3. Harrison, J.P. - "Essentials of Strategic Planning in Healthcare," Health Administration Press, 2016.</li> <li>4. Walston, S.L. - "Strategic Healthcare Management: Planning and Execution," Health Administration Press, 2018.</li> <li>5. Hillestad, S.G., &amp; Berkowitz, E.N. - "Health Care Market Strategy: From Planning to Action," Jones &amp; Bartlett Learning, 2013.</li> <li>6. Griffith, J.R., &amp; White, K.R. - "The Well-Managed Healthcare Organization," Health Administration Press, 2016.</li> </ol>
<b>Online Resources</b>	Journal of Health Care Management, International Journal of Health Planning and Management, Health Affairs, Harvard Business Review, Journal of Healthcare Leadership



<b>Course Nomenclature</b>	<b>Big Data Technologies</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and technologies of big data. 2. Analyze the architecture and components of big data systems. 3. Develop strategies for managing and processing big data. 4. Evaluate the impact of big data technologies on business decision-making. 5. Assess the role of data analytics in big data applications. 6. Implement best practices for managing big data projects.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Big Data Technologies: Definition, Nature, and Scope of Big Data. Importance of Big Data in Business. Key Concepts and Terminologies. Evolution of Big Data Technologies.
<b>Unit II</b>	Big Data Architecture and Components: Big Data Architecture. Hadoop Ecosystem: HDFS, MapReduce, YARN. NoSQL Databases: MongoDB, Cassandra. Data Warehousing and Data Lakes.
<b>Unit III</b>	Big Data Management and Processing: Data Ingestion and Integration. Data Storage and Retrieval. Data Processing Frameworks: Spark, Flink. Big Data Analytics and Visualization.
<b>Unit IV</b>	Future Trends and Applications of Big Data: Role of Artificial Intelligence and Machine Learning in Big Data. IoT and Big Data Applications. Ethical Issues in Big Data. Future Trends in Big Data Technologies.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Hurwitz, J., Nugent, A., Halper, F., & Kaufman, M. - "Big Data For Dummies," Wiley, 2018. 2. Minelli, M., Chambers, M., & Dhiraj, A. - "Big Data, Big Analytics," Wiley, 2013. 3. Marz, N., & Warren, J. - "Big Data: Principles and Best Practices of Scalable Real-Time Data Systems," Manning Publications, 2015. 4. O'Reilly Media - "Hadoop: The Definitive Guide," O'Reilly Media, 2015. 5. Jacobs, A. - "The Pathologies of Big Data," Communications of the ACM, 2009. 6. Zikopoulos, P.C., deRoos, D., Parasuraman, K., Deutsch, T., Corrigan, D., & Melnyk, R. - "Harness the Power of Big Data," McGraw-Hill Education, 2013.
<b>Online Resources</b>	Journal of Big Data, International Journal of Data Science and Analytics, Big Data Research Journal, Harvard Business Review, Journal of Data Mining and Knowledge Discovery

<b>Course Nomenclature</b>	<b>Data Visualization and Communication</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and techniques of data visualization. 2. Analyze various data visualization tools and their applications. 3. Develop effective data visualizations for business communication. 4. Evaluate the impact of data visualization on decision-making. 5. Assess the role of storytelling in data communication. 6. Implement best practices for creating and presenting data visualizations.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Data Visualization: Definition, Nature, and Scope of Data Visualization. Importance of Data Visualization in Business. Key Concepts and Terminologies.
<b>Unit II</b>	Data Visualization Tools and Techniques: Data Visualization Tools: Tableau, Power BI, D3.js, etc. Visualization Techniques: Charts, Graphs, Maps, Infographics. Case Studies on Data Visualization Applications.
<b>Unit III</b>	Data Visualization and Business Communication: Developing Effective Data Visualizations. Storytelling with Data. Data-Driven Decision Making. Case Studies on Data Visualization for Business Communication.
<b>Unit IV</b>	Future Trends in Data Visualization: Role of Artificial Intelligence and Machine Learning in Data Visualization. Interactive and Real-Time Data Visualizations. Ethical Issues in Data Visualization. Future Trends in Data Visualization and Communication.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Few, S. - "Show Me the Numbers: Designing Tables and Graphs to Enlighten," Analytics Press, 2012. 2. Knaflic, C.N. - "Storytelling with Data: A Data Visualization Guide for Business Professionals," Wiley, 2015. 3. Yau, N. - "Data Points: Visualization That Means Something," Wiley, 2013. 4. Kirk, A. - "Data Visualization: A Handbook for Data Driven Design," Sage Publications, 2016. 5. Tufte, E.R. - "The Visual Display of Quantitative Information," Graphics Press, 2001. 6. Cairo, A. - "The Functional Art: An Introduction to Information Graphics and Visualization," New Riders, 2012.
<b>Online Resources</b>	Journal of Data Visualization, International Journal of Data Presentation, Visual Communication Journal, Harvard Business Review, Journal of Data Science and Visualization

<b>Course Nomenclature</b>	<b>Data Mining Techniques</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and techniques of data mining. 2. Analyze various data mining algorithms and their applications. 3. Develop data mining models for business applications. 4. Evaluate the impact of data mining on business decision-making. 5. Assess the role of data preprocessing in data mining. 6. Implement best practices for managing data mining projects.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Data Mining: Definition, Nature, and Scope of Data Mining. Importance of Data Mining in Business. Key Concepts and Terminologies. Evolution of Data Mining Techniques.
<b>Unit II</b>	Data Mining Algorithms and Techniques: Classification Algorithms: Decision Trees, Naive Bayes, K-Nearest Neighbors. Clustering Algorithms: K-Means, Hierarchical Clustering. Association Rule Mining: Apriori, FP-Growth.
<b>Unit III</b>	Data Mining Process and Applications: Data Preprocessing Techniques: Data Cleaning, Data Integration, Data Transformation. Developing Data Mining Models. Evaluating Data Mining Models. Case Studies on Data Mining Applications.
<b>Unit IV</b>	Future Trends in Data Mining: Role of Artificial Intelligence and Machine Learning in Data Mining. Big Data and Data Mining. Ethical Issues in Data Mining. Future Trends in Data Mining Techniques.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , <a href="#">E-library</a> , <a href="#">E-books</a> , <a href="#">online PDF material</a> , etc.
<b>Text Books (Latest Editions)</b>	1. Han, J., Pei, J., & Kamber, M. - "Data Mining: Concepts and Techniques," Morgan Kaufmann, 2011. 2. Tan, P.-N., Steinbach, M., & Kumar, V. - "Introduction to Data Mining," Pearson Education, 2018. 3. Witten, I.H., Frank, E., Hall, M.A., & Pal, C.J. - "Data Mining: Practical Machine Learning Tools and Techniques," Morgan Kaufmann, 2016. 4. Hastie, T., Tibshirani, R., & Friedman, J. - "The Elements of Statistical Learning," Springer, 2009. 5. Aggarwal, C.C. - "Data Mining: The Textbook," Springer, 2015. 6. Larose, D.T. - "Discovering Knowledge in Data: An Introduction to Data Mining," Wiley, 2014.
<b>Online Resources</b>	Journal of Data Mining and Knowledge Discovery, International Journal of Data Science and Analytics, Journal of Big Data, Harvard Business Review, Journal of Machine Learning Research

<b>Course Nomenclature</b>	<b>Search Engine Optimization &amp; Digital Content</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and techniques of search engine optimization (SEO). 2. Analyze various SEO strategies and their applications. 3. Develop effective digital content for SEO. 4. Evaluate the impact of SEO on digital marketing performance. 5. Assess the role of analytics in measuring SEO success. 6. Implement best practices for managing SEO and digital content projects.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to SEO: Definition, Nature, and Scope of SEO. Importance of SEO in Digital Marketing. Key Concepts and Terminologies. Evolution of SEO Techniques.
<b>Unit II</b>	SEO Strategies and Techniques: On-Page SEO: Keyword Research, Meta Tags, Content Optimization. Off-Page SEO: Link Building, Social Signals, Online Reputation Management. Technical SEO: Website Architecture, Mobile Optimization, Page Speed.
<b>Unit III</b>	Digital Content Development: Creating SEO-Friendly Content. Content Marketing Strategies. Visual Content and Infographics. Case Studies on Successful SEO and Content Marketing Campaigns.
<b>Unit IV</b>	SEO Analytics and Future Trends: Measuring SEO Success: Google Analytics, SEO Tools. Role of Artificial Intelligence and Machine Learning in SEO. Future Trends in SEO and Digital Content. Ethical Issues in SEO.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Enge, E., Spencer, S., & Fishkin, R. - "The Art of SEO," O'Reilly Media, 2015. 2. Clarke, A. - "SEO 2021: Learn Search Engine Optimization with Smart Internet Marketing Strategies," Independently Published, 2020. 3. Ledford, J.L. - "Search Engine Optimization Bible," Wiley, 2009. 4. Ward, M. - "Ultimate Guide to Link Building," Entrepreneur Press, 2013. 5. Fishkin, R., & Høgenhaven, T. - "Inbound Marketing and SEO," Wiley, 2013. 6. Evans, D. - "Social Media Marketing: An Hour a Day," Wiley, 2012.
<b>Online Resources</b>	Journal of Digital & Social Media Marketing, International Journal of Research in Marketing, Journal of Interactive Marketing, Harvard Business Review, Journal of Marketing Analytics

<b>Course Nomenclature</b>	<b>Social Media Strategy &amp; Digital Engagement</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and importance of social media strategy and digital engagement. 2. Analyze various social media platforms and their applications in marketing. 3. Develop effective social media strategies for brand engagement. 4. Evaluate the impact of social media on consumer behavior. 5. Assess the role of analytics in measuring social media success. 6. Implement best practices for managing social media and digital engagement projects.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Social Media Strategy: Definition, Nature, and Scope of Social Media Strategy. Importance of Social Media in Digital Marketing. Key Concepts and Terminologies. Evolution of Social Media Platforms.
<b>Unit II</b>	Social Media Platforms and Strategies: Overview of Major Social Media Platforms: Facebook, Twitter, Instagram, LinkedIn, YouTube. Developing Social Media Strategies. Content Creation and Curation. Case Studies on Successful Social Media Campaigns.
<b>Unit III</b>	Digital Engagement and Consumer Behavior: Understanding Digital Consumer Behavior. Engaging with Consumers on Social Media. Influencer Marketing. Community Management. Case Studies on Digital Engagement Strategies.
<b>Unit IV</b>	Social Media Analytics and Future Trends: Measuring Social Media Success: Key Metrics and Tools. Role of Artificial Intelligence and Machine Learning in Social Media. Future Trends in Social Media Strategy and Digital Engagement. Ethical Issues in Social Media Marketing.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Tuten, T.L., & Solomon, M.R. - "Social Media Marketing," Sage Publications, 2017. 2. Evans, D., & McKee, J. - "Social Media Marketing: The Next Generation of Business Engagement," Wiley, 2010. 3. Barker, M., Bormann, D., Roberts, M., & Zahay, D. - "Social Media Marketing: A Strategic Approach," Cengage Learning, 2016. 4. Ryan, D. - "Understanding Social Media: How to Create a Plan for Your Business that Works," Kogan Page, 2016. 5. Blanchard, O. - "Social Media ROI: Managing and Measuring Social Media Efforts in Your Organization," Pearson Education, 2011. 6. Safko, L. - "The Social Media Bible: Tactics, Tools, and Strategies for Business Success," Wiley, 2012.
<b>Online Resources</b>	Journal of Digital & Social Media Marketing, International Journal of Research in Marketing, Journal of Interactive Marketing, Harvard Business Review, Journal of Marketing Analytics

<b>Course Nomenclature</b>	<b>Digital Analytics &amp; Web Performance Metrics</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and techniques of digital analytics. 2. Analyze various web performance metrics and their applications. 3. Develop strategies for improving website performance. 4. Evaluate the impact of digital analytics on marketing decision-making. 5. Assess the role of data visualization in digital analytics. 6. Implement best practices for managing digital analytics projects.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Digital Analytics: Definition, Nature, and Scope of Digital Analytics. Importance of Digital Analytics in Marketing. Key Concepts and Terminologies. Evolution of Digital Analytics Techniques.
<b>Unit II</b>	Web Performance Metrics: Overview of Key Performance Metrics: Traffic, Engagement, Conversion, Retention. Tools for Measuring Web Performance: Google Analytics, Adobe Analytics, etc. Case Studies on Web Performance Improvement.
<b>Unit III</b>	Data Analysis and Visualization: Data Collection and Integration. Data Visualization Techniques for Digital Analytics. Dashboards and Reports. Case Studies on Data-Driven Decision Making.
<b>Unit IV</b>	Future Trends in Digital Analytics: Role of Artificial Intelligence and Machine Learning in Digital Analytics. Predictive and Prescriptive Analytics. Ethical Issues in Digital Analytics. Future Trends in Web Performance Metrics.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Kaushik, A. - "Web Analytics 2.0," Wiley, 2010. 2. Clifton, B. - "Advanced Web Metrics with Google Analytics," Wiley, 2012. 3. Cutroni, J. - "Google Analytics," O'Reilly Media, 2010. 4. Burby, J., & Atchison, S. - "Actionable Web Analytics," Wiley, 2007. 5. Waisberg, D., & Kaushik, A. - "Marketing and Web Analytics," Pearson Education, 2018. 6. Sterne, J. - "Social Media Metrics: How to Measure and Optimize Your Marketing Investment," Wiley, 2010.
<b>Online Resources</b>	Journal of Digital Analytics, International Journal of Web Performance and Analytics, Journal of Interactive Marketing, Harvard Business Review, Journal of Marketing Analytics

<b>Course Nomenclature</b>	<b>Advanced Fintech Solutions</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and technologies driving fintech innovation. 2. Analyze various fintech solutions and their applications. 3. Develop strategies for implementing fintech solutions in financial services. 4. Evaluate the impact of fintech on traditional financial institutions. 5. Assess the role of regulation in fintech development. 6. Implement best practices for managing fintech projects.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Fintech: Definition, Nature, and Scope of Fintech. Importance of Fintech in Financial Services. Key Concepts and Terminologies. Evolution of Fintech Technologies.
<b>Unit II</b>	Fintech Solutions and Applications: Digital Payments and Mobile Banking. Peer-to-Peer Lending and Crowdfunding. Blockchain and Cryptocurrencies. Robo-Advisors and Insurtech. Case Studies on Successful Fintech Solutions.
<b>Unit III</b>	Implementation of Fintech Solutions: Developing and Integrating Fintech Solutions. Challenges and Best Practices in Implementation. Role of Artificial Intelligence and Machine Learning in Fintech. Case Studies on Fintech Implementation.
<b>Unit IV</b>	Regulation and Future Trends in Fintech: Regulatory Framework for Fintech. Impact of Regulations on Fintech Development. Future Trends in Fintech Solutions. Ethical Issues in Fintech.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Arner, D.W., Barberis, J.N., & Buckley, R.P. - "The FinTech Book," Wiley, 2016. 2. Chuen, D.L.K. - "Handbook of Digital Currency: Bitcoin, Innovation, Financial Instruments, and Big Data," Academic Press, 2015. 3. Krosinski, K. - "Managing Risks in Online Payment Systems," Springer, 2015. 4. Schueffel, P. - "Taming the Beast: RegTech and its Applications in Financial Services," Palgrave Macmillan, 2019. 5. Taylor, E., & Ross, J. - "FinTech Law: A Guide to Technology Law in the Financial Services Industry," Bloomsbury Professional, 2018. 6. Mougayar, W. - "The Business Blockchain," Wiley, 2016.
<b>Online Resources</b>	Journal of Financial Technology, International Journal of Fintech, Journal of Digital Banking, Harvard Business Review, Journal of Financial Regulation and Compliance

<b>Course Nomenclature</b>	<b>Financial Markets and Technology</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and functioning of financial markets. 2. Analyze the impact of technology on financial markets. 3. Develop strategies for leveraging technology in financial markets. 4. Evaluate the role of fintech in transforming financial markets. 5. Assess the impact of regulatory frameworks on financial market technology. 6. Implement best practices for managing technology in financial markets.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Financial Markets: Definition, Nature, and Scope of Financial Markets. Types of Financial Markets: Equity, Debt, Derivatives, Forex. Importance of Financial Markets in the Economy.
<b>Unit II</b>	Technology in Financial Markets: Role of Technology in Financial Markets. Electronic Trading Platforms. High-Frequency Trading. Blockchain and Distributed Ledger Technology.
<b>Unit III</b>	Fintech Innovations in Financial Markets: Fintech Applications in Trading and Investments. Robo-Advisors and Automated Portfolio Management. Impact of Artificial Intelligence and Machine Learning on Financial Markets. Case Studies on Fintech Innovations.
<b>Unit IV</b>	Regulation and Future Trends in Financial Markets: Regulatory Framework for Financial Markets. Impact of Regulations on Financial Market Technology. Future Trends in Financial Markets and Technology. Ethical Issues in Financial Market Technology.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Fabozzi, F.J., & Modigliani, F. - "Foundations of Financial Markets and Institutions," Pearson Education, 2013. 2. Hull, J.C. - "Options, Futures, and Other Derivatives," Pearson Education, 2018. 3. Mishkin, F.S., & Eakins, S.G. - "Financial Markets and Institutions," Pearson Education, 2018. 4. Saunders, A., & Cornett, M.M. - "Financial Markets and Institutions," McGraw-Hill Education, 2018. 5. Madura, J. - "Financial Markets and Institutions," Cengage Learning, 2018. 6. Schueffel, P. - "Taming the Beast: RegTech and its Applications in Financial Services," Palgrave Macmillan, 2019.
<b>Online Resources</b>	Journal of Financial Markets, International Journal of Financial Market Regulation, Journal of Financial Technology, Harvard Business Review, Journal of Financial and Quantitative Analysis



<b>Course Nomenclature</b>	<b>Fintech Project Management</b>
<b>Year/Semester</b>	II/IV
<b>Course Outcomes</b>	By the end of this course, students will be able to: 1. Understand the principles and practices of project management in the fintech industry. 2. Analyze the unique challenges of managing fintech projects. 3. Develop project management strategies for fintech solutions. 4. Evaluate the impact of regulatory frameworks on fintech project management. 5. Assess the role of technology in fintech project management. 6. Implement best practices for managing fintech projects successfully.
<b>Course Code</b>	
<b>Unit I</b>	Introduction to Fintech Project Management: Definition, Nature, and Scope of Fintech Project Management. Importance of Project Management in Fintech. Key Concepts and Terminologies.
<b>Unit II</b>	Planning and Executing Fintech Projects: Project Planning and Scheduling. Risk Management in Fintech Projects. Resource Allocation and Management. Case Studies on Fintech Project Execution.
<b>Unit III</b>	Technology and Tools for Fintech Project Management: Role of Technology in Fintech Project Management. Project Management Software and Tools. Agile and Scrum Methodologies. Blockchain and Smart Contracts in Project Management.
<b>Unit IV</b>	Regulation and Future Trends in Fintech Project Management: Regulatory Framework for Fintech. Impact of Regulations on Fintech Projects. Future Trends in Fintech Project Management. Ethical Issues in Fintech Project Management.
<b>Learner Support Material</b>	<a href="https://swayam.gov.in">NPTEL Swayam (https://swayam.gov.in)</a> , E-library, E-books, online PDF material, etc.
<b>Text Books (Latest Editions)</b>	1. Taylor, E., & Ross, J. - "FinTech Law: A Guide to Technology Law in the Financial Services Industry," Bloomsbury Professional, 2018. 2. Arner, D.W., Barberis, J.N., & Buckley, R.P. - "The FinTech Book," Wiley, 2016. 3. Kerzner, H. - "Project Management: A Systems Approach to Planning, Scheduling, and Controlling," Wiley, 2017. 4. Schueffel, P. - "Taming the Beast: RegTech and its Applications in Financial Services," Palgrave Macmillan, 2019. 5. Project Management Institute - "A Guide to the Project Management Body of Knowledge (PMBOK Guide)," PMI, 2017. 6. Mougayar, W. - "The Business Blockchain," Wiley, 2016.
<b>Online Resources</b>	Journal of Project Management, International Journal of Fintech, Journal of Financial Technology, Harvard Business Review, Journal of Financial Regulation and Compliance

<b>Course Nomenclature</b>	<b>BUSINESS AND LEGAL ENVIRONMENT</b>	
<b>Year/Semester</b>	<b>II/IV</b>	
<b>Course Outcomes</b>	<p>By the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>7. Describe the elements of Business Environment and identify tools for scanning the Environment.</li> <li>8. Explain various acts (Consumer Protection Act, IT Act, Competition Act) and policies (Monetary and Fiscal policy) that every business entity should adopt.</li> <li>9. Determine salient features of Indian Companies Act 2013 and steps involved in the formation of a Company.</li> <li>10. Classify salient features of Indian Contract Act 1872 and parties involved in performing the contract.</li> <li>11. Justify the breach of contract, its remedies and discharge from Contract.</li> <li>12. Develop knowledge on memorandum of Association, Articles of Association, Doctrine of Ultra vires and Indoor Management and Winding up of company.</li> </ol>	
Unit I	Concept, Significance and nature of Business Environment; Elements of Environment – Micro and Macro; Changing Dimensions of Business Environment; Process; Techniques of Environmental Scanning and Monitoring. Political Environment-nature, element and significance on business.	
Unit II	An Overview of Competition Act 2002, Consumer Protection Act, 1986, FEMA 1999, SEBI Act 1992, MSME Act, 2006 & Information Technology Act 2008. Monetary and Fiscal Policy	
Unit III	Business structures : Sole Proprietorship ,Partnership ,Limited Liability Partnership , Salient Features of Indian Companies Act 2013. Formation of a Company, OPC (One Person Company) , Private Limited Company , Public Limited Company Acquire all the legal licenses and registrations Legal Requirements for Starting a Business in India	
Unit IV	Salient Features of Indian Contract Act 1872, Offer and Acceptance, Capacity to Contract, Free Consent, Consideration, and Discharge from Contract, Breach of Contract and their Remedies.	
➤	Learner support Material	NPTEL, Swayam ( <a href="https://swayam.gov.in">https://swayam.gov.in</a> ), E-library, E-books, online PDF material etc.

➤	Text books (Latest Editions)	<p>4. Maheshwari S.N. &amp; Maheshwari S.K., Business Regulatory Framework, Himalaya Publishing House, 2010.</p> <p>5. Kuchal Vivek., Business Laws, Vikas Publishing House, 6th Edition, 2013.</p> <p>6. Kapoor, N.D. Elements of Merchantile Law. Sultan Chand &amp; Sons 2009.</p>
		<p>6. Akhileshwar Pathak, Legal Aspects of Business, 3/e, Tata McGraw-Hill, 2007</p> <p>7. Naulakha, R.L., Business Law, Mahaveer Publication, 2016.</p>
➤	Online resources	<p>Journal of Environmental Economics and Management, Business &amp; The Environment, The International Journal of Business Environment.</p>

## Annexure II- Mandatory Documents for Admission

To be uploaded on the Online Admission Portal by the Prospective students

Admission Documents	Format (Jpeg/PNG/PDF)	Documents Size
Duly filled online application form with student signature	Digital signature/Student signature JPEG/PNG	20 KB
Colour scan copy of all year/semester mark sheet/grade cards (for PG programs only) or consolidated mark sheet/grade cards also accepted.	PDF/JPEG	500 KB
Colour scan copy of 10th std. Mark sheet/grade card	PDF/JPEG	
Colour scan copy of 12th std./ Three-Year Polytechnic Diploma Mark sheet/grade card	PDF/JPEG	
Colour scan copy of passport size photograph	JPEG or PNG Format	50 KB
Colour scan copy of Govt. Photo id proof, Aadhar card is mandatory. (Other options: Voter's id, Driving License, Passport etc.)	PDF/JPEG	100 KB
In case of name change, Gazette notification documents for name changes  For married women – marriage certificate would be accepted – provided previous maiden name is clearly mentioned in the same.  In case of deferred Father name or mother name in such cases without a Gazette notification document.	PDF	500 KB
If foreign student: colour scan copy of passport	PDF/JPEG	500 KB
Fees submission transaction details or receipt as per University policy for respective online programs	PDF/JPEG	500 KB
Digitally Signed undertaking as per the process; where applicable	PDF	500 KB

Students can also visit the University website for the said information.

## Annexure III- Content uploading protocol: Internal Process

The step-by-step breakdown of the process is as follows:

### 1) Organizing Academic Content:

- Create a separate sub-folder for each module of a subject within the Course Folder named after the Course Code.
- Each module sub-folder should contain PDFs (e-books, practical assignments, plagiarism reports, etc.), 1 PowerPoint presentation (ppt), and 1 recorded lecture video.
- Compile all module study material PDFs into one combined PDF for each subject for plagiarism check.

### 2) Google Drive Link Creation and Sharing:

- Create a Google Drive link for content sharing.
- Upload the folders onto the drive.
- Share the drive link with the Deputy Director and Program Coordinator for review.

3) **Review Process:** Program Coordinator will provide suggestions and reviews.

4) **Revised Content Sharing:** After revisions, follow Step 1 and Step 2 again, but rename the files to indicate corrections (e.g., MBM101\_corrected).

5) **Final Approval:** Deputy Director communicates final approval to upload the contents on LMS to the Technical Manager.

6) **Content Upload on LMS:** Once approved, Program Coordinator ensures the contents are uploaded under the correct subject name and program on the LMS.

7) **Student Notification:** Notify students of the availability of approved content on the LMS.

This process ensures organized content creation, thorough review, and proper dissemination to students via the Learning Management System.

## Annexure IV- Academic Bank of Credit Id Creation Process

All enrolled students, particularly those of Indian nationality, are required to register with ABC (Academic Bank of Credits), a central scheme established by the Ministry of Education, Government of India, for depositing credit. ABC ID creation is mandatory for all students, ensuring their participation in this scheme.

The ABC Id can be created by students themselves using Digi-locker, UMANG application, ABC portal or Academic Institution Portal. The process for which is provided below.

<p>Process</p>	<ul style="list-style-type: none"> <li>• Students can register by logging in at <a href="http://www.abc.digilocker.gov.in">www.abc.digilocker.gov.in</a></li> <li>• Click on My Account → Login as Student</li> <li>• Click on “Sign up with DigiLocker” → Enter valid mobile number → An OTP is sent at the phone number via SMS → Enter the OTP and click on “Continue” button → Enter Security PIN set created during Sign Up and click “Submit” Button</li> <li>• You will be prompted with ABC student account creation window</li> </ul>
<p>Documents and proofs required</p>	<ul style="list-style-type: none"> <li>• Aadhaar Card is mandatory for ABC Id creation</li> <li>• Learners Name</li> <li>• Date of Birth</li> <li>• Gender</li> <li>• Enrolment Number</li> <li>• Requirements by Academic Institution:</li> <li>• Mobile Number</li> </ul>

The University will extend support to the students to create ABC ID. The documents required will remain the same as stated above.

## Annexure V - Guidelines and Pre-requisites for Proctored Examination

The minimum hardware, software, and connectivity requirements for taking exams through the Online Proctored Examination Platform are mentioned below:

TYPE	MINIMUM	RECOMMENDED
Internet Connection	Wifi Connection	Wired Connection
PC Users	Windows 8 (Windows 10 S mode is not supported)	Windows 10 (10 S mode is not supported)
Mac Users	MacOS 10.13 (Oldest Still Maintained Version)	MacOS 10.15
CPU	more than 2 core CPU less than 85% CPU Usage	more than 4 core CPU less than 50% CPU Usage
Webcam	640x480 resolution	1280x720 resolution
Internet Download Speed	1 Mbps	12 Mbps
Internet Upload Speed	1 Mbps	3 Mbps
RAM	4 GB less than 90% Ram Usage	16 GB less than 70% Usage
Connectivity Ports	1935, 843, 80, 443, 61613, UDP/TCP	1935, 843, 80, 443, 61613, UDP/TCP
Screen Resolution	1366 x 768	1920 x 1080 and above
Chromebook Users (Only for Automated Proctoring. Is not Supported for Live Proctoring)	Chrome device is running the latest version of Chrome OS.	Chrome device is running the latest version of Chrome OS.

### 1) Additional Requirements:

- A functioning microphone (some web cameras have them built-in); the microphone should not be part of headphones.
- Headphones are generally not permitted; check with your testing organization to determine if headphones are allowed.
- A compatible browser: Google Chrome (preferred) or Mozilla Firefox.

- Webcam and microphone (built-in or external) – test your webcam at <https://webcamtests.com/>.
- Connection to a network with sufficient internet speed: at least 1 Mbps download speed and 1 Mbps upload – test internet speed at [www.speedtest.net](http://www.speedtest.net).

## 2) Not Supported:

- Microsoft Edge browser.
- Google Chromebooks (for Live Proctoring only).
- Tablets (Nexus, iPad, Tab, Note, etc.).
- Smartphones.
- Linux operating systems.
- Windows 10 in S mode or Surface RT.
- Connecting from within a virtual machine. You will be asked to reconnect using your host operating system to take your exam.
- Apple Boot Camp.
- Remote Access Software.
- Inactive Version of Windows and Test Builds/Test Mode.

## 3) Pop-up Blocker:

Pop-up blockers must be either off or disabled. Disable your pop-up blocker as follows:

- Open Chrome on your computer.
- Click on the icon with three vertical dots.
- Click More, then Settings on the top right.
- Go to Privacy and security and click Site settings.
- Click Pop-ups and redirects.
- Turn the setting to Allowed at the top.

Important: The Institute regularly takes actions to optimize its examination system, and hence please note that the above-mentioned hardware, software, equipment, and connectivity requirements might change at the Institute's discretion. All students will need to 100% comply with any such changed specifications announced by the Institute.

## **General Instructions**

For Proctored Online Examinations, the timing will strictly adhere to the communicated timetable schedule in Indian Standard Time (IST), including for candidates taking the exam outside India.



Candidates can take exams on devices such as laptops or desktops. Ensure that the device is fully charged well in advance to last for at least 2 hours. It should also have continuous internet connectivity. Avoid sharing the phone's hotspot with any other device during the examination.

To ensure a smooth examination attempt, students are advised to:

- a) Sit in a closed room with adequate lighting for the camera to detect them. Face the light during the examination and avoid sitting near or against a window.
- b) Ensure a noise-free environment during the examination to avoid detection and capture as deviation.
- c) Position the device so that the front camera captures the student's face properly, and they can sit comfortably for one hour without moving the device.
- d) If using a Wi-Fi router, sit near the router/modem to prevent any signal-related issues.

Students must log in to the portal 30 minutes before the start of the examination compulsorily. This ensures sufficient time for any technical checks or troubleshooting before the exam begins.

- During the online examination, the following activities are strictly prohibited:
  - a) Having any other person present in the room where the student is taking the examination.
  - b) Moving from one place to another during the examination.
- You are not allowed to refer to any textbooks or any other material during the notified examination time.
- You are permitted to use rough paper and pen/pencil for solving analytical questions only and can use permitted scientific calculators. Before using rough papers and calculators, kindly show them in your PC/Mobile camera and then proceed.
- Once logged into the system with your Username and Password, please allow camera, location access, and audio device access when prompted. Failure to grant access to any of these may prevent you from appearing for the examination, or the remote proctor may disable your examination.
- In case of network disconnection or power failure during the examination, wait for internet connectivity to restore (do so as quickly as possible) and resume the test within 2 minutes by clicking on the "Resume" button. If unable to reconnect after 2 minutes, contact the administration for appropriate solutions to continue the test.
- It is advised to use the same laptop/desktop for both the mock examination and the final online examination.
- A helpdesk number will be provided to troubleshoot technical issues during the examination process. Students can contact this number for assistance in such cases.

## 2. Examination Rules

- Every student will need to log in through a secure ID and password on the online examination platform on the day of the examination. The time schedule, URL, User ID, and password will be provided in the LMS portal and will also be sent to the registered email ID or via SMS to the registered mobile phone.
  - At the beginning of each session, the student undergoes identity verification at 2 levels:
    - Level 1: Capture of facial photo. During the examination, the student is required to click and upload their photograph in the system. The system constantly monitors the picture of the student taking the examination with the facial photo captured initially for any mismatch. In case of any mismatch, the system will capture the anomaly, and a notification to the student/live proctor will be instantly displayed.
    - Level 2: Student must display College ID/Government-authorized ID proof at the beginning of the examination.
  - Only 2 attempts will be allowed for every student for every session of the day for a test. After two attempts, the student will not be able to take the test again for the respective session of the day.
  - The student should ensure that they click on the "Submit" button available on the right top position of the screen before logging out of the exam.
  - The Online Examination system will issue regular warnings for any deviations from the specified norms on the screen of your device. The maximum number of warnings will be 10, after which the test will be terminated.
  - If a student violates any rules during the examination or tries to adopt any unfair means, the system will automatically collect data based on the following deviations and alert the student, immediately alerting the online live proctor:
    - Focus changed to a different window: student tabs out of the examination-taking window.
    - Browser not supported: Student is using an older browser version or a non-compatible browser.
    - Webcam is disabled: Student's webcam is disabled.
    - Face is not visible in the camera: Student is not looking into the camera.

- Several faces in front of the camera: There are other people along with the examination taker.
- Face does not match the profile: Student taking the examination is not the same person whose photo was captured before starting the examination and the photo of the student as available in the University database.
- Microphone muted or its volume is low: Student has muted the microphone.
- Conversation or noise in the background: System has captured background noise.
- Screen activities are not shared: student has stopped screen share activity. Sharing of the screen is not necessary for the users of smartphones.
- Second display is used: Additional display like an extended monitor has been connected.
- Full-screen mode is disabled: student has disabled full-screen mode.

### 3. Examination code of conduct and Malpractices

- Students are not permitted to leave their seat during the examination.
- Consultation with others for information during the examination is strictly prohibited.
- The system utilizes Artificial Intelligence to monitor and record facial expressions, eye movements, and other activities.
- Engagement in suspicious or objectionable activities detected by the system will result in disciplinary action as per University regulations.
- Regular warnings will be issued on the device screen, recorded in the examination system, affecting the overall credibility score, potentially leading to examination cancellation.
- Taking photos, recording videos, or engaging in suspicious activities during the examination will be recorded and treated as malpractice.
- Use of headphones, noise cancellation devices, or Bluetooth devices during the examination is prohibited.
- Manual proctors (invigilators) will monitor students throughout the examination duration.
- Referring to textbooks or consulting others for information during the examination is not allowed.
- Taking photos, screenshots, audio recording, or video recording of the examination and sharing it with others is considered malpractice.
- Use of headphones, noise cancellation devices, or Bluetooth devices during the examination is prohibited.
- Attempting to navigate away from the main screen will automatically terminate the examination.
- While using a laptop or desktop, refrain from using the keyboard except for communicating with the proctor; only use the mouse to answer questions.
- Starting the examination from multiple devices simultaneously is not allowed; however, changing devices due to technical faults is permitted.
- Students must remain in their place for the duration of the examination.
- Ensure no light source is behind your face.

- Avoid covering your face with hair, clothing (mask), hands, or any other object.
- Do not use headphones, earbuds, or any listening equipment.
- Eliminate background noise, voices, music, or television.
- Do not wear sunglasses during the examination.
- Do not allow any other individuals into the room.
- Avoid communication with any person during the examination.
- Do not have any programs or applications running that utilize the webcam, microphone, or screen-share features.
- Refrain from taking photos, screenshots, audio recording, or video recording of the examination and sharing it with others, as it will be considered malpractice.

## Annexure VI – Continuous Internal Assessment Pattern

Particular	A1 (Objective Type)	A2 (Objective Type)
Marks	15	15

### Question Pattern for the CIA Components

#### A-1

1. There will be 15 Objective type Multiple Choice Questions (MCQs), each carrying mark 1 mark
2. The time for the A-1 assignment will be 30 mins
3. All questions are compulsory
4. There will be NO NEGATIVE MARKING for the wrong answers.

#### A-2

1. There will be 15 Objective type Multiple Choice Questions (MCQs), each carrying mark 1 mark
2. The time for the A-1 assignment will be 30 mins
3. All questions are compulsory
4. There will be NO NEGATIVE MARKING for the wrong answers.

## Annexure VII – End-term Examination Pattern

JNU

Centre for Distance and Online Education

End Term Examination

[PROGRAM NAME]

[COURSE NAME][COURSE CODE]

Time : 2 Hours	Max. Marks : 70
Note for students: The paper will comprises of 70 compulsory objective questions of 1 mark each.	
Answer all the questions. Each question carries one mark.	
Q. No. 1 to Q. No. 70 - Objective questions with four multiple choices.	