

**DAYANANDA SAGAR UNIVERSITY**

**SHAVIGE MALLESHWARA HILLS,  
KUMARASWAMY LAYOUT BENGALURU-560 111,  
KARNATAKA**

**SCHOOL OF COMMERCE & MANAGEMENT STUDIES**



**SCHEME & SYLLABUS**

**FOR**

**BACHELOR OF BUSINESS ADMINISTRATION  
(BBA)**

**2023 Onwards**

## **PROGRAM EDUCATIONAL OBJECTIVES**

- To instill in the students, the knowledge and capability of understanding the business world and its complexities.
- To develop the ability and competence to have a problem-solving approach towards the issues which accompany the dynamism attached to the business world.
- To inculcate attitudes and character that will help students evolve into sensitive and technically sound future business leaders rather than managers and aims at enhancing employability options of the students.
- To promote research culture through internships, research-oriented projects, live projects and enable them to be devoted to data-driven decision making in related fields.
- To instill learning among students for upskilling and reskilling even in later part of life.

## **PROGRAM SPECIFIC OUTCOMES**

- Develop the knowledge, skill and attitude to creatively and systematically apply the principles and practices of management, accountancy, finance, business law, statistics, HR, operations and IT to management problems and work effectively in modern day business and non-business organizations.
- Develop fundamental in-depth knowledge and understanding of the principles, concepts, values, substantive rules and development of the core areas of business such as finance, accounting, marketing, HR, operations along with the tools such as Tally, MS Excel, MS Office, etc.
- Demonstrate the critical thinking mind-set and the ability to identify and formulate research problems, research literature, design tools, analyse and interpret data, and synthesize the information to provide valid conclusions and contextual approaches across a variety of subject matter.
- Exhibit self-confidence and awareness of general issues prevailing in the society and communicate effectively with the accounting, commerce, management, business, professional fraternity and with society at large through digital and non-digital mediums and using a variety of modes such as effective reports & documentation, effective presentations, and give and receive clear instructions.

## **PROGRAM OUTCOMES**

- Exhibit conceptual knowledge of various functions of management using advanced and disciplinary theories.
- Nurture ethical principles and leadership skills for solving modern business problems.
- Develop analytical thinking skills by adopting recent technological advancement to meet global standards.
- Develop entrepreneurial spirit and research abilities to foster progressive decision-making abilities in Business.
- Apply innovative strategies to solve societal problems and meet sustainable development goals.
- Demonstrate strong communication skills to become successful business leaders and inculcate lifelong learning.

**SCHEME –BBA– 2023 -2024 ONWARDS**

**I SEM BBA**

| SL | COURSE CODE | COURSE TITLE                         | SCHEME OF TEACHING |          |          |          |           |
|----|-------------|--------------------------------------|--------------------|----------|----------|----------|-----------|
|    |             |                                      | L                  | T        | P        | S/<br>P  | CR        |
| 1  |             | ENGLISH                              | 2                  | -        | -        | -        | 2         |
| 2  |             | FRENCH- I                            | 2                  | -        | -        | -        | 2         |
|    |             | GERMAN-I                             | 2                  | -        | -        | -        | 2         |
|    |             | KANNADA-I                            | 2                  | -        | -        | -        | 2         |
| 3  |             | PRINCIPLES OF FINANCIAL ACCOUNTING   | 3                  | 1        | -        | -        | 4         |
| 4  |             | BUSINESS ORGANIZATION AND MANAGEMENT | 4                  | -        | -        | -        | 4         |
| 5  |             | BUSINESS AND CORPORATE ENVIRONMENT   | 4                  | -        | -        | -        | 4         |
| 6  |             | QUANTITATIVE TECHNIQUES              | 3                  | 1        | -        | -        | 4         |
| 7  |             | SPREADSHEET FOR BUSINESS             | 1                  | -        | 2        | -        | 2         |
| 8  |             | INDIAN CONSTITUTION                  | 1                  | -        | -        | -        | 1         |
|    |             | <b>SUB TOTAL</b>                     | <b>20</b>          | <b>2</b> | <b>2</b> | <b>-</b> | <b>23</b> |

CR – Credit, L – Lecture, T – Tutorial, P – Practical, S/P – Seminar/Project

AECC - Ability Enhancement Compulsory Course, DSC – Discipline Core. OEC – Open Elective Course,  
SEC – Skill Enhancement Course.

**SCHEME –BBA– 2023 -2024 ONWARDS**

**II SEM BBA**

| SL | COURSE CODE | COURSE TITLE                             | SCHEME OF TEACHING |          |          |          |           |
|----|-------------|--|--------------------|----------|----------|----------|-----------|
|    |             |  | L                  | T        | P        | S/P      | CR        |
| 1  |             | CORPORATE COMMUNICATION                  | 2                  | -        | -        | -        | 2         |
| 2  |             | FRENCH- II                               | 2                  | -        | -        | -        | 2         |
|    |             | GERMAN-II                                | 2                  | -        | -        | -        | 2         |
|    |             | KANNADA-II                               | 2                  | -        | -        | -        | 2         |
| 3  |             | CORPORATE FINANCE                        | 3                  | 1        | -        | -        | 4         |
| 4  |             | BUSINESS LAW                             | 3                  | 1        | -        | -        | 4         |
| 5  |             | MARKETING MANAGEMENT                     | 4                  | -        | -        | -        | 4         |
| 6  |             | BUSINESS ETHICS AND CORPORATE GOVERNANCE | 3                  | 1        | -        | -        | 4         |
| 7  |             | ENTREPRENEURIAL SKILLS                   | 2                  | -        | -        | -        | 2         |
| 8  |             | ENVIRONMENTAL STUDIES                    | 1                  | -        | 2        | -        | 1         |
|    |             | <b>SUB TOTAL</b>                         | <b>20</b>          | <b>3</b> | <b>2</b> | <b>-</b> | <b>23</b> |

CR – Credit, L – Lecture, T – Tutorial, P – Practical, S/P – Seminar/Project, AECC - Ability Enhancement Compulsory Course, DSC – Discipline Core. OEC – Open Elective Course, SEC – Skill Enhancement Course.

**Note:** Social Internship -Community Engagement and Service of 4 credits in case of Exit

EXIT OPTION WITH CERTIFICATION – with ability to solve well defined problems.

**SCHEME –BBA – 2023 -2024 ONWARDS**

**III SEM BBA**

| S<br>L | COURSE<br>CODE | COURSE TITLE  | SCHEME OF<br>TEACHING |   |   |         |    |
|--------|----------------|---|-----------------------|---|---|---------|----|
|        |                |   | L                     | T | P | S/<br>P | CR |
| 1      |                | PRODUCTION AND OPERATION<br>MANAGEMENT                            | 4                     | - | - | -       | 4  |
| 2      |                | HUMAN RESOURCE MANAGEMENT   | 4                     | - | - | -       | 4  |
| 3      |                | <b>ELECTIVE 1</b>   | 3                     | 1 | - | -       | 4  |
| 4      |                | MANAGERIAL ECONOMICS  | 3                     | 1 | - | -       | 4  |
| 5      |                | INDIAN ETHOS AND LEADERSHIP                                       | 1                     | - | 2 | -       | 2  |
| 6      |                | YOGA EDUCATION  | -                     | - | 2 | -       | 1  |
| 7      |                | <b>SOCIAL INTERNSHIP<br/>COMMUNITY ENGAGEMENT AND<br/>SERVICE</b> | -                     | - | 4 | -       | 2  |
|        |                |   | 15                    | 2 | 8 |         | 21 |

CR – Credit, L – Lecture, T – Tutorial, P – Practical, S/P – Seminar/Project, AECC - Ability

Enhancement Compulsory Course, DSC – Discipline Core. OEC – Open Elective Course, SEC – Skill Enhancement Course.

**LIST OF ELECTIVES**

| SL. | SPECIALIZATION             | XY  | COURSE<br>CODE<br>(23XY332Z) | COURSE<br>TITLE                            |
|-----|----------------------------|-----|------------------------------|--|
| 1   | FINANCE                    | FF  |                              | FINANCIAL MARKETS AND<br>INTERMEDIARIES    |
| 2   | HUMAN RESOURCE             | HR  |                              | INDUSTRIAL RELATIONS AND<br>LABOUR LAWS    |
| 3   | BUSINESS ANALYTICS         | BA  |                              | FUNDAMENTALS OF BUSINESS<br>ANALYTICS      |
| 4   | INTERNATIONAL BUSINESS     | IB  |                              | GLOBAL BUSINESS<br>ENVIRONMENT             |
| 5   | BANKING & INSURANCE        | BI  |                              | BANKING PRACTICES AND<br>REGULATIONS       |
| 6   | SUPPLY CHAIN<br>MANAGEMENT | SCM |                              | INTRODUCTION TO SUPPLY<br>CHAIN MANAGEMENT |

**SCHEME –BBA– 2023 -2024 ONWARDS**

**IV SEM BBA -**

| <b>S<br/>L</b> | <b>COURSE<br/>CODE</b> | <b>COURSE TITLE</b>            | <b>SCHEME<br/>OF<br/>TEACHING</b> |          |          |                 |           |
|----------------|------------------------|--------------------------------|-----------------------------------|----------|----------|-----------------|-----------|
|                |                        |                                | <b>L</b>                          | <b>T</b> | <b>P</b> | <b>S/<br/>P</b> | <b>CR</b> |
| 1              |                        | COST AND MANAGEMENT ACCOUNTING | 3                                 | 1        | -        | -               | 4         |
| 2              |                        | PROJECT MANAGEMENT             | 4                                 | -        | -        | -               | 4         |
| 3              |                        | <b>ELECTIVE -II</b>            | 4                                 | -        | -        | -               | 4         |
| 4              |                        | OPERATIONS RESEARCH            | 4                                 | -        | -        | -               | 4         |
| 5              |                        | GENERAL PSYCHOLOGY             | 3                                 | -        | -        | -               | 3         |
| 6              |                        | CERTIFICATION COURSE           | -                                 | -        | 2        | -               | 1         |
|                |                        |                                | 18                                | 1        | 2        | -               | 20        |

CR- Credit, L – Lecture, T – Tutorial, P – Practical, S/P – Seminar/Project

AECC - Ability Enhancement Course, DSC – Discipline Core. OEC – Open Elective Course, SEC – Skill Enhancement Course.

EXIT OPTION WITH DIPLOMA – Ability to solve broadly defined problems.

**LIST OF ELECTIVES**

| <b>SL.</b> | <b>SPECIALIZATION</b>              | <b>XY</b> | <b>COURSE<br/>CODE<br/>(23XY342Z)</b> | <b>COURSE<br/>TITLE</b>                              |
|------------|------------------------------------|-----------|---------------------------------------|--|
| 1          | <b>FINANCE</b>                     | FF        |                                       | SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT           |
| 2          | <b>HUMAN RESOURCE</b>              | HR        |                                       | TRAINING AND DEVELOPMENT                             |
| 3          | <b>BUSINESS ANALYTICS</b>          | BA        |                                       | BUSINESS ANALYTICS FOR DECISION MAKING- SPSS         |
| 4          | <b>INTERNATIONAL BUSINESS</b>      | IB        |                                       | INTERNATIONAL BUSINESS STRATEGY                      |
| 5          | <b>BANKING &amp; INSURANCE</b>     | BI        |                                       | LIFE INSURANCE & OPERATIONS                          |
| 6          | <b>SUPPLY CHAIN<br/>MANAGEMENT</b> | SCM       |                                       | INVENTORY MANAGEMENT & MATERIAL REQUIREMENT PLANNING |

**SCHEME –BBA– 2023 -2024 ONWARDS**

**V SEM BBA -**

| S<br>L | COURSE<br>CODE | COURSE TITLE   | SCHEME OF<br>TEACHING |   |   |         |    |
|--------|----------------|--|-----------------------|---|---|---------|----|
|        |                |  | L                     | T | P | S/<br>P | CR |
| 1      |                | STRATEGIC MANAGEMENT   | 3                     | 1 | - | -       | 4  |
| 2      |                | <b>ELECTIVE – III</b>  | 3                     | 1 | - | -       | 4  |
| 3      |                | PROFESSIONAL ETIQUETTE &<br>COMMUNICATION  | 3                     | 1 | - | -       | 4  |
| 4      |                | ACCOUNTING SOFTWARE  | 1                     | - | 2 | -       | 3  |
| 5      |                | ➤ Contemporary Legal Aspects for<br>Business<br>➤ Personal Financial Planning<br>➤ Start Up Management<br>➤ Fundamentals Of Income Tax<br>(Choose Any One of Them) | 1                     | - | - | -       | 1  |
| 6      |                | CORPORATE INTERNSHIP   | -                     | - | 4 | -       | 2  |
|        |                |  | 11                    | 3 | 6 | -       | 18 |

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DSE – Discipline Elective, SEC – Skill Enhancement Course, VOC- Vocational Course

**Note: Corporate Internship of 4 credits in case of Exit**

**LIST OF ELECTIVES**

| SL. | SPECIALIZATION             | XY      | COURSE<br>CODE<br>(23XY352<br>Z) | COURSE<br>TITLE  |
|-----|----------------------------|---------|----------------------------------|--|
| 1   | FINANCE                    | FF      |                                  | INTERNATIONAL FINANCE                                  |
| 2   | HUMAN RESOURCE             | HR      |                                  | INTERNATIONAL HRM                                      |
| 3   | BUSINESS ANALYTICS         | BA      |                                  | PREDICTIVE ANALYTICS USING- R                          |
| 4   | INTERNATIONAL BUSINESS     | IB      |                                  | INTERNATIONAL INSTITUTIONS<br>A N D TRADE IMPLICATIONS |
| 5   | BANKING & INSURANCE        | BI      |                                  | RURAL AND AGRICULTURAL<br>BANKING                      |
| 6   | SUPPLY CHAIN<br>MANAGEMENT | SC<br>M |                                  | SUPPLY CHAIN RISK MANAGEMENT                           |

**SCHEME –BBA– 2023 -2024 ONWARDS**

**VI SEM BBA**

| S<br>L | COURSE<br>CODE | COURSE TITLE                                    | SCHEME<br>OF<br>TEACHING |   |   |         |    |
|--------|----------------|---|--------------------------|---|---|---------|----|
|        |                |   | L                        | T | P | S/<br>P | CR |
| 1      |                | CYBER SECURITY FOR THE<br>MILLENNIAL GENERATION | 4                        | - | - | -       | 4  |
| 2      |                | <b>ELECTIVE - IV</b>                            | 4                        | - | - | -       | 4  |
| 3      |                | MANAGEMENT INFORMATION<br>SYSTEM                | 3                        | 1 | - | -       | 4  |
| 4      |                | MASS MEDIA COMMUNICATION                        | 3                        | - | - | -       | 3  |
| 5      |                | E-FILING OF IT & GST RETURNS                    | 2                        | - | 2 | -       | 3  |
| 6      |                | PERSONAL BRANDING &<br>NETWORKING               | -                        | - | 2 | -       | 1  |
|        |                |   | 16                       | 1 | 4 | -       | 19 |

CR – Credit, L – Lecture, T – Tutorial, P – Practical, S/P – Seminar/Project, DSC – Discipline Core.  
DSE – Discipline Elective, SEC – Skill Enhancement Course, VOC- Vocational Course

**EXIT OPTION WITH BACHELOR’S DEGREE** – Ability to solve complex problems that are illustrated requiring multi-disciplinary skills to solve them.

**LIST OF ELECTIVES**

| SL. | SPECIALIZATION             | XY  | COURSE<br>CODE<br>(23XY362Z) | COURSE<br>TITLE                                    |
|-----|----------------------------|-----|------------------------------|--|
| 1   | FINANCE                    | FF  |                              | EQUITY DERIVATIVES                                 |
| 2   | HUMAN RESOURCE             | HR  |                              | PERFORMANCE AND<br>COMPENSATION MANAGEMENT         |
| 3   | BUSINESS ANALYTICS         | BA  |                              | FUNDAMENTALS OF ARTIFICIAL<br>INTELLIGENCE- PYTHON |
| 4   | INTERNATIONAL BUSINESS     | IB  |                              | CROSS CULTURAL<br>MANAGEMENT                       |
| 5   | BANKING & INSURANCE        | BI  |                              | ACCOUNTING OF BANKING &<br>INSURANCE               |
| 6   | SUPPLY CHAIN<br>MANAGEMENT | SCM |                              | SUPPLY CHAIN MODELLING &<br>MANAGEMENT             |

**SCHEME –BBA– 2023 -2024 ONWARDS**

**VII SEM BBA -**

| <b>S<br/>L</b> | <b>COURSE<br/>CODE</b> | <b>COURSE TITLE</b>                    | <b>SCHEME OF<br/>TEACHING</b> |          |          |                 |           |
|----------------|------------------------|--|-------------------------------|----------|----------|-----------------|-----------|
|                |                        |  | <b>L</b>                      | <b>T</b> | <b>P</b> | <b>S/<br/>P</b> | <b>CR</b> |
| 1              |                        | CONSUMER PROTECTION AND CYBER<br>LAW   | 4                             | -        | -        | -               | 4         |
| 2              |                        | <b>ELECTIVE V</b>                      | 4                             | -        | -        | -               | 4         |
| 3              |                        | RESEARCH METHODOLOGY                   | 3                             | 1        | -        | -               | 4         |
| 4              |                        | MINOR RESEARCH PROJECT<br><b>OR</b>    | -                             | -        | 8        | -               | 4         |
| 5              |                        | GAME THEORY FOR STRATEGIC<br>DECISIONS | 4                             | -        | -        | -               | 4         |
| 6              |                        | INNOVATIVE ORGANIZATIONS<br>PRACTICES  | 4                             | -        | -        | -               | 4         |
|                |                        |  | 18                            | 2        | 8        | -               | 16        |

**LIST OF ELECTIVES**

| <b>SL.</b> | <b>SPECIALIZATION</b>              | <b>XY</b> | <b>COURSE<br/>CODE<br/>(23XY472Z)</b> | <b>COURS<br/>E<br/>TITLE</b>                        |
|------------|------------------------------------|-----------|---------------------------------------|---|
| 1          | <b>FINANCE</b>                     | FF        |                                       | MERGERS & AQUISITIONS                               |
| 2          | <b>HUMAN RESOURCE</b>              | HR        |                                       | ORGANIZATIONAL CHANGE &<br>DEVELOPMENT              |
| 3          | <b>BUSINESS ANALYTICS</b>          | BA        |                                       | BASICS OF ECONOMETRICS                              |
| 4          | <b>INTERNATIONAL BUSINESS</b>      | IB        |                                       | INTERNATIONAL BUSINESS<br>LAWS & ARBITRATION        |
| 5          | <b>BANKING &amp; INSURANCE</b>     | BI        |                                       | INSURANCE & RISK<br>MANAGEMENT                      |
| 6          | <b>SUPPLY CHAIN<br/>MANAGEMENT</b> | SC<br>M   |                                       | SUSTAINABILITY AND GREEN<br>SUPPLY CHAIN MANAGEMENT |

**SCHEME –BBA – 2023 -2024 ONWARDS**

**VIII SEM BBA -**

| S<br>L | COURSE<br>CODE | COURSE TITLE   | CATEGORY            | SCHEME<br>OF<br>TEACHI<br>NG |   |   |         |    |
|--------|----------------|--|---------------------|------------------------------|---|---|---------|----|
|        |                |  |                     | L                            | T | P | S/<br>P | CR |
| 1      |                | CORPORATE SOCIAL RESPONSIBILITY                                  | Major Core          | 4                            | - | - | -       | 4  |
| 2      |                | <b>ELECTIVE VI</b>   | Major Core          | 4                            | - | - | -       | 4  |
| 3      |                | DESIGN THINKING  | Minor Core          | 4                            | - | - | -       | 4  |
| 4      |                | BUSINESS IMMERSION PROJECT<br>/PROJECT DISSERTATION<br><b>OR</b> | Project/<br>Subject | -                            | - | - | 16      | 8  |
| 5      |                | EMERGING BUSINESS MODELS IN<br>COMPETITIVE LANDSCAPE             |                     | 4                            | - | - | -       | 4  |
| 6      |                | STRATEGIES FOR WINNING<br>BUSINESS NEGOTIATION                   |                     | 4                            | - | - | -       | 4  |
|        |                |  |                     | 20                           | - | - | 16      | 20 |

CR – Credit, L – Lecture, T – Tutorial, P – Practical, S/P – Seminar/Project, DSC – Discipline Core, DSE – Discipline Elective, VOC- Vocational Course

**BACHELOR DEGREE WITH HONORS** – Experience of workplace problem solving in the form of internship or research experience preparing for higher education or entrepreneurship experience.

**LIST OF ELECTIVES**

| SL. | SPECIALIZATION                 | XY  | COURSE<br>CODE<br>(23XY482Z) | COURSE<br>TITLE                       |
|-----|--------------------------------|-----|------------------------------|---------------------------------------|
| 1   | <b>FINANCE</b>                 | FF  |                              | TRENDS IN FINANCIAL TECHNOLOGIES      |
| 2   | <b>HUMAN RESOURCE</b>          | HR  |                              | PEOPLE ANALYTICS                      |
| 3   | <b>BUSINESS ANALYTICS</b>      | BA  |                              | DATA VISUALIZATION USING TABLEAU      |
| 4   | <b>INTERNATIONAL BUSINESS</b>  | IB  |                              | MANAGING ASIAN BUSINESS               |
| 5   | <b>BANKING &amp; INSURANCE</b> | BI  |                              | MERCHANT BANKING                      |
| 6   | <b>SUPPLY CHAIN MANAGEMENT</b> | SCM |                              | INTERNATIONAL SUPPLY CHAIN MANAGEMENT |

**SEMESTER/YEAR** : III/II  
**COURSE CODE** :  
**TITLE OF THE COURSE** : **PRODUCTION AND OPERATION MANAGEMENT**  
**L: T: P: C** : **4: 0: 0:0**

### Overview

The course 'Production and Operations management' aims at production planning procedure and production controls to achieve best production practices in manufacturing environment. This course introduces inventory management and deals with various inventory techniques like ABC analysis, VED analysis, JIT, EOQ, FSN Analysis. The Course covers concepts of standard time, ergonomics, charts and diagrams and automation. The course also covers total quality management, quality circles, ISO, and waste management.

### Course Objectives

- Concepts of productions and operations management with different planning procedures.
- Factors determining the production and inventory control techniques like EOQ, ABC analysis, VED analysis, JIT
- Models for Operations Management and International Operations Management
- Concepts like Standard time, method study, Ergonomics, charts, diagrams and work measurement.
- Quality and maintenance concepts with the Quality Control techniques like TQM, ISO

### Course Outcomes

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Recognize the different types of production procedures and also identify the advantages &amp;disadvantages.</li> <li>• Describe and explain the different inventory management techniques, Concepts of Quality management for enhancing the quality of production.</li> <li>• Explain the concepts of standard time, method study, ergonomics, charts, diagrams and work measurement</li> <li>• Understanding the challenges and problems in International Operations and strategic planning for the operations.</li> <li>• Analyze the concepts of TQM, ISO and Waste management.</li> </ul> |
| <b>Assessment Strategy</b>  | <ul style="list-style-type: none"> <li>• Participants will be assessed on both conceptual understanding and business application of Finance practices by way of:</li> <li>• Mini projects,</li> <li>• Submission of assignments</li> <li>• Group assignments</li> <li>• Written Exam</li> </ul>  |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <p><b>Production Management</b><br/>Introduction, meaning and definition, classification, objectives and scope of production and operation management. Production Planning &amp; Control: Introduction, meaning &amp; definition, objectives of production planning, Factors determining the production planning procedure, production control, Factors determining the production control.</p>   | 8              |
| <b>Unit II</b>  | <p><b>Inventory Management</b><br/>Meaning and definition, purchasing, selection of suppliers, inventory management, material handling principles and practices, Economic consideration, criteria for selection of materials handling equipment, standardization, codifications, simplification, inventory control, Techniques of inventory control – ABC analysis, VED analysis, JIT, EOQ(Questions), FSN analysis.</p>  | 8              |
| <b>Unit III</b> | <p><b>Supply Chain Management</b><br/>Definition of supply chain management Information Technology and SCM- Logistics - An Integral Component of Supply Chain Management - Logistics Operations in Supply Chain Network - International Logistics - Finished Goods Supply Chain - Reverse Logistics - 3PL Contract Logistics Operations - Warehouse Management System - Documentation in Supply Chain Management - Aggregate Product Planning - Factors Affecting Aggregate Planning - Aggregate Planning as an Operational Tool - Importance of Aggregate Planning - Aggregate Planning Strategies</p> | 9              |
| <b>Unit IV</b>  | <p><b>Operation Management and Strategies for Competitive Advantage</b><br/>Meaning &amp; Definition, Elements of Operational Management- Different schools of management thought, Framework of Managing Operations, Strategic role of Operations, Trends in Operational Management. Forced choice model of strategic planning for Operations, Building Production and Operations- Strategy on competitive priorities, International Operations Management- Challenge in operations management.</p>   | 9              |
| <b>Unit V</b>   | <p><b>Basics of Quality Control</b><br/>Statistical quality control, quality management, control charts &amp; operating characteristics curves, acceptance sampling procedures, quality circles, meaning of ISO &amp; TQM. Maintenance &amp; waste management: Modern scientific maintenance methods.</p>   | 6              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   | 2   | -   | -   | -   |

|     |   |   |   |   |   |   |
|-----|---|---|---|---|---|---|
| CO2 | 3 | 3 | 3 | - | - | - |
| CO3 | 3 | 2 | 2 | - | - | - |
| CO4 | - | 3 | 3 | - | - | - |
| CO5 | - | 2 | 2 | - | - | - |

### Action Based Component

- Mini projects
- Role Play Analysis
- Company Production and Operations Visit to gain practical Exposure

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           |                            |   |   |   |   |  |
| 2 | Attendance                       | 5           | X                          | X |   |   |   |  |
| 3 | Assignment 1                     | 10          |                            |   | X | X |   |  |
| 4 | Assignment 2                     | 10          | X                          | X | X |   |   |  |
| 5 | IAT Exam                         | 20          |                            |   |   |   |   |  |
| 6 | CBT                              | 10          | X                          | X | X |   |   |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbook:

1. Ashwathappa. K and Sridhar Bhatt, (2012), Production & Operations Management, Himalaya publications
2. Everett E. Adam, Jr. Ronald J. Ebert, Production and Operations Management, PHI Learning Pvt Ltd

#### Reference books

1. Sarin Buffa (2011), Modern Production & Operations Management, Wiley India Pvt. Ltd
2. Victory E Sower, Michael J Sovie (2012), Production & Operations Management, MCB Ltd.
3. JK Sharma (2010), Operations Research - Problems & Solutions, Macmillan India Limited.

### Readings & Case Analysis

1. International Journal of Scientific Research Engineering & Technology (IJSRET), ISSN 2278 –0882 Volume 3, Issue 3, June 2014
2. <https://onlinelibrary.wiley.com/journal/19375956>
3. [https://himadri.cmsdu.org/documents/pom\\_case\\_studies.pdf](https://himadri.cmsdu.org/documents/pom_case_studies.pdf)

### Suggested Courses on Coursera

1. <https://www.coursera.org/learn/operations-strategy>

**SEMESTER/YEAR : III / II**

**COURSE CODE :**

**TITLE OF THE COURSE : Human Resource Management**

**L: T: P: C : 4: 0: 0: 4**

### **Overview**

This course introduces students to Human Resource Management (HRM), focusing on its strategic role in organizations. Students will learn key HRM functions and explore current HRM issues and trends.

### **Course Objectives**

- To understand the basic concepts, principles, and functions of Human Resource Management (HRM).
- To familiarize students with the process of HR planning and recruitment.
- To develop an understanding of training needs analysis and training methods.
- To explore the objectives and process of performance management.
- To introduce students to the concept of compensation and benefits.

### **Course Outcomes**

1. To be able to define HRM, explain its importance, and identify its major functions in organizations.
2. To be able to conduct job analysis, describe the recruitment process, and evaluate various sources of recruitment.
3. To be able to design and evaluate training programs, and understand the importance of employee orientation.
4. To be able to explain the performance appraisal process, identify common problems, and describe different types of performance rating systems.
5. To be able to define total compensation, describe forms of pay, and understand the legal and ethical issues in compensation management.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• The course will be delivered through a combination of lectures, case studies and group discussions. Students will also be required to participate in class activities and assignments to enhance their understanding of HRM concepts.</li></ul> |
| <b>Assessment Strategy</b>  | <ul style="list-style-type: none"><li>• Assessment will be based on class participation, attendance, assignments, IAT, computer-based tests (CBT), and a semester-end examination.</li></ul>  |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction to HRM</b><br>Meaning, nature, scope of HRM, Importance and Evolution of the concept of HRM, Major functions of HRM, Principles of HRM. Human Resource Management and Personnel Management, Models of Human Resource Management, HRM in India, The Factors Influencing Human Resource Management.   | 8              |
| <b>Unit II</b>  | <b>HR Planning and Recruitment</b><br><b>HR Planning:</b> Importance, Factors, Benefits, Process, Barriers; Job Analysis, Job Description, Job Evaluation.<br><b>Recruitment and Selection:</b> Importance of Recruitment, Factors affecting Recruitment, Process of Recruitment, Sources of Recruitment, Trends of Recruitment; Selection Process, Selection Tests, Factors Affecting Selection. | 8              |
| <b>Unit III</b> | <b>Training and Development</b><br>Introduction, Definitions, Training Needs Analysis, Training Methods and Techniques, Development Programs and Career Planning, Evaluating Training Effectiveness, Employee Orientation and Onboarding.   | 8              |
| <b>Unit IV</b>  | <b>Performance Management</b><br>Objectives of Performance Management, Performance Management and Performance Appraisal, Common Problems with Performance Appraisals, Performance Management Process, Types of Performance Rating Systems.  | 8              |
| <b>Unit V</b>   | <b>Compensation and Benefits</b><br>Introduction, Definitions, Total Compensation, Total Rewards System, Forms of Pay, External and Internal Factors, Establishing Pay Rates, Employee Benefits, Legal and Ethical Issues in Compensation, Managing Compensation Costs.   | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | -   | -   | 2   | -   | -   |
| <b>CO2</b> | 2   | 2   |     |     |     |     |
| <b>CO3</b> | 2   | 3   | 3   |     |     |     |
| <b>CO4</b> | 2   | -   | -   | 1   | -   | 1   |
| <b>CO5</b> | 3   | -   | 1   | 2   | -   | -   |

## Action Based Component

- Mock Recruitment and Selection Process: Students participate in mock interviews, with some acting as recruiters and others as job candidates, to understand the recruitment and selection process and improve interviewing skills.
- Training Program Design: Students work in groups to design a training program for a

specific organizational need, including conducting a training needs analysis, developing training materials, and outlining delivery methods.

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 3 | Assignment 2                     | 10          |                            |   | X | X |   |  |
| 4 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 5 | CBT                              | 15          |                            |   | X | X | X |  |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbooks:

1. Human Resource Management by Gary Dessler - 16th Edition, 2019
2. Human Resource Management: Theory and Practices by R. C. Sharma, Nipun Sharma - 2019 Edition.

#### Reference books

1. Human Resource Management: Theory and Practice by John Bratton and Jeffrey Gold - 6th Edition, 2012.
2. Strategic Human Resource Management by Jeff Mello - 5th Edition, 2014.

### Readings & Case Analysis

- **Article:** "The Importance of Human Resource Management in Strategic Sustainability: An Art and Science Perspective" by E. Gallos, R. D. Bell, and L. Brown.
- **Case Study:** "Google's HRM: A Look at the Tech Giant's Strategy, Policies and Practices" by IBS Center for Management Research.

### Suggested Courses on Coursera

- Human Resource Management: HR for People Managers by University of Minnesota.
- People Management by University of London.

**SEMESTER/YEAR: III/II**

**COURSE CODE :**

**TITLE OF THE COURSE: Financial Markets and Intermediaries**

**L: T: P: C : 4:0:0:4**

### Overview

This course provides an introductory overview of financial markets, intermediaries, and emerging trends in the Indian financial landscape. It aims to equip students with a fundamental understanding of the structure, functions, and regulatory framework of financial markets and intermediaries, as well as the challenges and opportunities they face.

### Course Objectives

1. Establish a basic understanding of financial markets and their roles in the economy.
2. Analyse the structure and instruments of Indian money and capital markets.
3. Explore the functions and regulatory framework of financial intermediaries in India.
4. Identify and assess emerging trends and challenges in Indian financial markets.
5. Analyse the evolving Indian financial market landscape, including technological innovations, financial inclusion, and sustainability, to predict their impact on the sector's future.

### Course Outcomes

1. Understand the definition, types, and historical evolution of financial markets in India, and recognize their importance and functions in the economy.
2. Analyze the structure and instruments of the money market and capital market in India, including the roles of regulatory bodies like SEBI in overseeing these markets.
3. Evaluate the functions and regulatory framework governing financial intermediaries in India, including commercial banks, NBFCs, insurance companies, and mutual funds.
4. Examine emerging trends such as technological advancements, financial inclusion initiatives, and sustainable finance in Indian financial markets, and assess the challenges posed by regulatory compliance, market volatility, and global economic trends.
5. Develop the ability to critically assess the impact of emerging trends and challenges on the future direction and stability of Indian financial markets.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>● Lectures</li><li>● Readings</li><li>● Active student participation and class room exercises</li><li>● Case Analysis collaboratively with students' involvement</li></ul> |
| <b>Assessment Strategy</b>  | Participants in the course will be assessed through <ul style="list-style-type: none"><li>● Class Participation</li><li>● Attendance</li><li>● Assignment</li><li>● Semester End Examination</li></ul>           |

## Syllabus

| Units    | Syllabus Details   | Teaching Hours |
|----------|--|----------------|
| Unit I   | <b>Introduction to Financial Markets:</b> Definition and types of financial markets, Importance and functions of financial markets in the economy, Overview of financial market participants and their roles, Historical evolution of financial markets in India, financial system and financial markets.  | 6              |
| Unit II  | <b>Money Market and Capital Market in India:</b> Understanding the money market and its instruments; Call money, treasury bills, certificates of deposit, commercial paper, etc. Overview of the capital market; Primary market, secondary market, and derivative market, Role of regulatory bodies like SEBI in overseeing money and capital markets  | 10             |
| Unit III | <b>Financial Intermediaries in India:</b> Introduction to financial intermediaries; Commercial banks, non-banking financial companies (NBFCs), insurance companies, mutual funds, etc. Functions and roles of financial intermediaries in mobilizing savings and allocating funds, Regulatory framework governing financial intermediaries in India  | 8              |
| Unit IV  | <b>Financial Intermediaries in India:</b> Introduction to financial intermediaries; Commercial banks, non-banking financial companies (NBFCs), insurance companies, mutual funds, etc. Functions and roles of financial intermediaries in mobilizing savings and allocating funds, Regulatory framework governing financial intermediaries in India  | 6              |
| Unit V   | <b>Emerging Trends and Challenges in Financial Markets:</b> Overview of emerging trends in Indian financial markets; Technological advancements (e.g., fintech, blockchain), Financial inclusion initiatives, Sustainable finance and responsible investing. Challenges facing Indian financial markets; Regulatory compliance and governance issues, Market volatility and risk management, Global economic trends and their impact on Indian markets | 10             |

## CO-PO Mapping

|     | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|-----|-----|-----|-----|-----|-----|-----|
| CO1 | 2   |     | 3   |     |     |     |
| CO2 |     | 1   |     |     | 3   |     |
| CO3 | 1   |     |     |     |     |     |
| CO4 |     | 2   |     | 2   |     |     |
| CO5 | 3   |     |     |     | 1   |     |

## Action Based Component

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X |   |   |   |  |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   |   |   |   |  |
| 5 | IAT Exam                         | 20          | X                          | X |   |   |   |  |
| 6 | CBT                              | 15          |                            |   |   |   |   |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## Recommended Resources

### Textbook :

1. Modern Financial Intermediaries and Markets by Suresh M. Sundaresan and Arturo C. Bris (12th Edition)
2. Financial Markets and Institutions by Frederic S. Mishkin (13th Edition)

### Reference books

1. Financial Markets and Institutions by Frederic S. Mishkin (13th Edition)
2. Financial Markets & Institutions by Jeff Madura (13th Edition)
3. Financial Markets & Institutions by Jeff Madura (13th Edition)

## Readings & Case Analysis

- Case 1: The Rise of Fintech and its Impact on Traditional Banks: Analyze how Fintech companies are disrupting the financial services industry and how traditional banks are adapting to this challenge.

- **Case 2: The Shadow Banking System and the 2008 Financial Crisis:** Examine the role of the shadow banking system in the 2008 financial crisis and discuss the regulatory changes implemented to mitigate future risks.
- **Case 3: Microfinance and Financial Inclusion:** Explore the role of microfinance institutions in providing financial services to underserved populations and discuss the challenges and opportunities of financial inclusion.

### **Suggested Courses on Coursera**

- **Financial Markets** by Yale University (<https://www.coursera.org/learn/financial-markets-global>) offers a solid introduction to financial markets, their structure, and the role they play in the economy.
- **Understanding Financial Markets** by University of Geneva (<https://www.coursera.org/learn/understanding-financial-markets>) provides a beginner-friendly overview of financial markets, instruments, and institutions.
- **Financial Intermediation** by Coursera (<https://www.coursera.org/learn/financial-intermediation>) dives into the role of financial intermediaries, like banks, and how they manage risk.

**SEMESTER/YEAR** : III/II **COURSE**  
**CODE** :  
**TITLE OF THE COURSE** : **Industrial relations and labor laws**  
**L: T: P: C** : **3: 1: 0: 4**

**Overview**

This course aims to provide students with a comprehensive understanding of industrial relations and labor laws. It covers the history, development, and current practices of industrial relations, the legal framework governing labor and employment, and the roles of different stakeholders in maintaining industrial harmony.

**Course Objectives**

- Understand the concept and importance of industrial relations.
- Gain knowledge of the legal framework governing labor and employment.
- Analyze the roles of employers, employees, trade unions, and government in industrial relations.
- Study key labor laws and their applications in various industrial scenarios.
- Develop skills to resolve industrial disputes and promote harmonious workplace relations.

**Course Outcomes**

- Evaluate law requirements associated with Business Evaluation.
- Learning concepts- structures and processes of Industrial Relations Practice.
- Analyzing various policies and practices that are followed by corporations and companies Analysis.
- Assess the principles of industrial law, students will be able to practice the principles and theories of Law aspects related to labor act Assessment.
- Implementation of various industrial acts to the Industrial work.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>● Lectures</li> <li>● Readings</li> <li>● Active student participation and class room exercises</li> <li>● Case Analysis collaboratively with students involvement</li> </ul>                                      |
| <b>Assessment Strategy</b>  | <p>Participants will be assessed on both conceptual understanding and business application</p> <ul style="list-style-type: none"> <li>● presentations</li> <li>● Submission of assignments</li> <li>● Group discussion</li> <li>● Written Exam</li> </ul> |

## Syllabus

| <u>Units</u> | <u>Syllabus Details</u>   | <u>Teaching Hours</u> |
|--------------|---|-----------------------|
| Unit I       | <p><b>Introduction</b></p> <p>Nature of Industrial Relations Approaches to Industrial Relations, Trade Unions: The Participants of Industrial Relation Activities; Evolution of Labour Legislation in India - History of Labour Legislation in India, Objectives of Labour Legislation, Types of Labour Legislations in India, Constitutional Provisions for the Protection of Labour. Workforce in India, Rights of Women Workers; concept of social security and its significance.</p>                          | 8                     |
| Unit II      | <p><b>Collective Bargaining</b></p> <p>Participative Management - Structure - Scope – Collective Bargaining – Works, Committees, Joint Management Councils - Pre-Requisite for successful participation -Role of Government in Collective Bargaining.</p>   | 8                     |
| Unit III     | <p><b>Social Security, The Employees' Compensation Act, 1923</b></p> <p>Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Rules for Workmen's Compensation, Amount and Distribution of Compensation, Notice, Claims and Other Important Provisions, Enforcement of Act and Provisions for Penalty the Employees' State Insurance Act, 1948</p> <p>Introduction, Objectives, Scope and Important Definitions. Employee provident fund and miscellaneous provisions Act - 1952</p> | 8                     |
| Unit IV      | <p><b>Factories Act, 1948</b></p> <p>Objectives, Scope and Important Definitions, Approval, Licensing and Registration of Factories, Health and Safety of Workers, Provisions Related to Working Conditions, Hazardous Processes, Employee Welfare and Working Hours, Employment of Young Persons and Women, Annual Leaves with Wages.</p>  | 8                     |

|        |  |   |
|--------|--|---|
| Unit V | <b>Payment of Gratuity ACT 9172 and ILO</b><br><br>Payment of Gratuity ACT, Introduction, Objectives, Scope and Important Definitions of the Act, Eligibility, Unorganized worker's social security ACT 2008 The International Labor Organization - Role and Function. | 8 |
|--------|--|---|

### CO-PO Mapping

|      | PO1 | PO2 | PO3 | PO4 | PO5 |
|------|-----|-----|-----|-----|-----|
| CO 1 | 2   | 1   | 3   | 3   | 1   |
| CO 2 | 2   | 1   | 3   | 2   | 2   |
| CO 3 | 3   | 1   | 2   | 3   | 3   |
| CO 4 | 3   | 2   | 2   | 1   | 1   |
| CO 5 | 1   | 3   | 1   | 2   | 2   |

### Action Based Component

- Case study / Debate / Group discussion

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
|   | Class Participation              | 5           |                            |   |   |   |   | Attentiveness                                      |
| 2 | Attendance                       | 5           |                            |   |   |   |   | regular  |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   | First two units                                    |
| 4 | Assignment 2                     | 10          |                            |   | X | X |   | IIIrd and IVth unit                                |
| 5 | IAT                              | 20          | X                          | X | X |   |   | First III units                                    |
| 6 | CBT                              | 10          | X                          | X | X | X |   | IV units   |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X | All Units  |

## Recommended Resources

### Textbook

- Labor Laws for Managers, BD Singh, Excel Books, 2009.
- Industrial Relations and Labor laws, SC Srivastava, 5th Edition, Vikas Publications.
- Elements of Mercantile Law - N. D Kapoor, Sultan Chand, 2004.

### Reference books

- Aswathappa K, Human Resource and Personnel Management, McGraw-Hill Education India Ltd, 4<sup>th</sup> Edition, 2005.
- Subba Rao P, Essentials of Human Resource Management and Industrial Relations, Hph, 2012.
- Arun Monoppa, Industrial Relations, Tata McGraw Hill Education, 1986.

## Readings & Case Analysis

1. Harvard Business Review
2. MIT Sloan Management Review

**SEMESTER/YEAR : III/II**  
**COURSE CODE :**  
**TITLE OF THE COURSE : FUNDAMENTALS OF BUSINESS ANALYTICS**  
**L: T: P: C : 4: 0: 0: 4**

### Overview

This course provides the fundamental concepts and methods needed to understand the emerging role of business analytics in organizations. The subject helps to learn how to apply basic business analytics methods using Microsoft Excel and interpret analytic models and results for making better business decisions.

### Course Objectives

1. Acquire the requisite knowledge and skills essential for making data-informed business decisions and showcase proficiency in utilizing MS Excel.
2. Execute the necessary steps to efficiently arrange data within MS Excel.
3. Familiarize fundamental calculations and aggregations using MS Excel proficiently.
4. Conduct financial computations and aggregations through MS Excel.
5. Competently undertake basic data analytics and visualization by utilizing Pivot Tables and Pivot Charts within MS Excel.

### Course Outcomes

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>● Lectures</li><li>● Readings</li><li>● Hands on Training</li></ul>  |
| <b>Assessment Strategy</b>  | <ul style="list-style-type: none"><li>● Students will be assessed on conceptual understanding and practical application in corporate world through</li><li>● Submission of assignments</li><li>● Data Visualization and Decision-Making Strategy</li></ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <p><b>Monetizing data &amp; Introduction to Excel window</b></p> <p>Need for data driven decision making - Solving the business problem using Analytics - Overview of Analytical cycle and Hierarchy of information user - The Complete Business Analytics professional - Understand Business Analyst roles and Responsibilities - Identify the Popular Business Analytics Tools- Tour of Excel window- Explore the ribbon and toolbars - Create and Upload Files to Excel web-based application - Using select options and status bar and getting familiar with the backstage view of Excel - Selecting cells and entering data, Naming conventions in Excel.</p>  | 5              |
| <b>Unit II</b>  | <p><b>Organizing data with Excel</b></p> <p>Formatting cells-Using the Ribbon to Format Numbers-Using the Format Cells, Dialog Box- Add a Border, background Color - Change the Font, Font Size, Font Color - Formatting input data- Understanding Dates and Times - Format Percentages, Fractions, In Scientific Notations - Formatting worksheet- Align Data, Rotate Data, Wrap Text, Merge and Center - Apply a Style - Clear Formats – Structuring the workbook - Find and Replace Information – Change the Name of a Worksheet, Change Column Widths or Row Heights, Hide Columns or Rows, Hide a Worksheet - Move or Copy a Worksheet – Freeze Worksheet Titles - Hide Gridlines, Headings, or the Formula Bar- Data Validation – Sorting and Filtering -</p> | 5              |
| <b>Unit III</b> | <p><b>Performing simple computations and aggregations using Excel – I</b></p> <p>Understanding formulas - Calculate with an Operator - Calculate Using a Function and Cell Addresses - Create an Array Formula using the Sum, Average, Count, Min, and Max Functions - Square Root - Managing formulas in Excel- Create a Formula that Refers to Another Worksheet- Understanding Relative and Absolute Cell Addresses - Edit Formulas- Define and Display Constants - Create Formulas That Include Names - Check Formulas for Errors, Trace Precedents and Dependents - Introduction to functions in Excel - Function Wizard - Round a Number - Conditional Formula - Conditional Sum - Conditional Count.</p>   | 10             |
| <b>Unit IV</b>  | <p><b>Performing simple computations and aggregations using Excel – II</b></p> <p>Using VLOOKUP and index- Retrieve Column or Row Numbers - Using VLOOKUP - Determine the Location of a Value Using INDEX - Perform Date and Time Calculations Using inbuilt financial functions in Excel- Calculate Future Value, Present</p>  | 10             |

|               |  |    |
|---------------|--|----|
|               | Value - Calculate Loan Payments, Principal or Interest, Interest Rate - Calculate the Internal Rate of Return - Calculate Straight-Line Depreciation - Calculate Declining Balance Depreciation - Calculate Sum-of-the-Years-Digits Depreciation - Exploring inbuilt statistical functions and tools- Calculate an Average, Calculate a Conditional Average - Calculate the Median or the Mode- Calculate Rank – Macros and Automation   |    |
| <b>Unit V</b> | <b>Working with pivot tables and charts</b><br>Formatting data in table- Create and format table, use sort and filter - Introducing Pivot Tables - Create a Pivot Table - Modify a Pivot Table Layout - Summarize Pivot Table Values- Working with Pivot Tables - Create a Pivot Table calculated Field - Group the Rows or Columns in a Pivot Table - Apply styles to Pivot Table - Filter a Pivot Table - Sort a Pivot Table - Retrieve Values from a Pivot Table - Using Slicer - Charting data - Create and add chart details - Create a Combination Chart - Change the Chart Type - Add or Remove Chart Data - Add Spark lines - Working with types of Charts, Trend line, Histograms, Bar and Pie Charts - Creating Pivot chart. | 10 |

### CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   | 3   | -   | -   | -   |
| <b>CO2</b> | -   | 3   | 3   | -   | -   | -   |
| <b>CO3</b> | 3   | 3   | 3   | 2   | -   | -   |
| <b>CO4</b> | 3   | 2   | 2   | -   | -   | -   |
| <b>CO5</b> | -   | 3   | 3   | 3   | -   | -   |

### Action Based Component

- Data Analysis – Organizing, Visualization, Interpretation for decision making

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |  |
| 3 | Assignment 1                     | 10          |                            |   | X | X |   |  |
| 4 | Assignment 2                     | 10          | X                          | X | X |   |   |  |
| 5 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 6 | CBT                              | 10          | X                          | X | X |   |   |  |

|   |                          |    |   |   |   |   |   |  |
|---|--------------------------|----|---|---|---|---|---|--|
| 7 | Semester End Examination | 40 | X | X | X | X | X |  |
|---|--------------------------|----|---|---|---|---|---|--|

### Recommended Resources

#### Textbook :

1. Microsoft Office: Excel 2007, John Walkenbach., Reprint 2010, Wiley Publications

#### Reference book:

1. Succeeding in Business with Microsoft® Excel® 2013 : A Problem-Solving Approach – Cengage Publisher
2. VBA for Modelers: Developing Decision Support Systems with Microsoft® Office Excel®, Fifth Edition

### Problem Analysis

Dataset will be shared, where students are required to create data analysis using the statistical software

### Suggested Courses on Coursera

Microsoft Office Specialist (MOS) Certification

**SEMESTER/YEAR** : III /II  
**COURSE CODE** :  
**TITLE OF THE COURSE** : Global Business Environment  
**L: T: P: C** : 4:0:0:4

### Overview

This course provides a comprehensive understanding of the global business environment, focusing on key concepts such as the Human Development Index (HDI), foreign market dynamics, economic integration, and the role of international organizations. Students will analyze the impact of various factors on global business decisions and develop strategies to navigate challenges in foreign markets, contributing to their ability to formulate informed global business strategies.

### Course Objectives

- To understand the nature and scope of the global business environment.
- To examine the significance of the Human Development Index (HDI) in global business.
- To analyze the cultural and regulatory challenges faced by businesses in foreign markets.
- To understand the role of regional groupings in promoting economic cooperation and integration.
- To explore the functions of international organizations in regulating global business activities.

### Course Outcomes

1. To analyze the impact of social, cultural, economic, political, and ecological factors on global business decisions.
2. To evaluate trends in the HDI and their implications for global business strategies.
3. To develop strategies for managing risks in foreign market operations.
4. To discuss the impact of trade agreements on global business practices.
5. To assess the role of organizations like the World Bank and IMF in global economic development.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• Lectures</li><li>• Readings</li><li>• Active student participation and class room exercises</li><li>• Case Analysis collaboratively with students' involvement</li></ul> |
| <b>Assessment Strategy</b>  | Participants in this course will be assessed through <ul style="list-style-type: none"><li>• Class Participation</li><li>• Attendance</li><li>• Assignment</li><li>• Semester End Examination</li></ul>          |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Introduction to Global Business</b><br>Objectives and Significance of Business Environment - Micro and Macro Environment - Nature and Scope of Global Business Environment - Social, Cultural, Economic, Political and Ecological Environment of Global Business - Ethics in Global Business  | 8              |
| <b>Unit II</b>  | <b>Global Environment and Human Development Index</b><br>Global Business Environment - Strategic Decisions in Global Business - Concepts of Human Development Index - Significance and Components - Trends in Human Development Index, Human Development Indicators, Important Aspects of Human Development Index - Global Development Index.  | 8              |
| <b>Unit III</b> | <b>Foreign Market Dynamics and Global Business</b><br>Market Entry Strategies for Foreign Markets - Impact of Foreign Market Expansion on Global Business Strategies - Cultural and Regulatory Challenges in Foreign Markets - Risk Management in Foreign Market Operations.   | 8              |
| <b>Unit IV</b>  | <b>Economic Integration and Cooperation</b><br>Regional Groupings: EU, SAARC, NAFTA, ASEAN - Role of WTO: GATT, TRIMS, TRIPS, and World Economic Forum - Anti-Dumping Measures.  | 8              |
| <b>Unit V</b>   | <b>Organizations Impacting Global Business Environment</b><br>Role and Functions of International Organizations in Promoting and Regulating Global Business - International Monetary Fund - World Bank - International Development Association - International Finance Corporation - United Nations Conference on Trade and Development - United Nations Industrial Development Organization - BRICS Development Bank. | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | -   | 1   | 3   | 2   | 2   |
| <b>CO2</b> | 3   | -   | -   | -   | -   | -   |
| <b>CO3</b> | -   | 1   | 3   | -   | 2   | 2   |
| <b>CO4</b> | -   | -   | 2   | 3   | 2   | 1   |
| <b>CO5</b> | 3   | -   | 2   | 2   | 1   | 1   |

## Action Based Component

- Case Study Analysis: Students will analyze and present case studies related to global business, demonstrating their ability to apply theoretical concepts to real-world scenarios.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length(exam) day/week or |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |  |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   |   | X | X |  |
| 5 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 6 | CBT                              | 10          |                            |   | X | X | X |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## Recommended Resources

### Textbook:

1. "Global Business Environment" by David W. Conklin and Mark W. Nichols. Publisher: Routledge; 4th edition (July 26, 2018). ISBN-13: 978-1138197966

### Reference books:

1. "International Business: Competing in the Global Marketplace" by Charles W. L. Hill and G. Tomas M. Hult. Publisher: McGraw-Hill Education; 13th edition (February 1, 2018). ISBN-13: 978-1259929441
2. "Globalization and Its Discontents Revisited: Anti-Globalization in the Era of Trump" by Joseph E. Stiglitz. Publisher: W. W. Norton & Company; Reprint edition (April 17, 2018). ISBN-13: 978-0393355161

## Readings & Case Analysis

- "McDonald's Corporation: Managing a Sustainable Supply Chain" - This case study explores McDonald's efforts to create a sustainable supply chain globally.
- "Tesla, Inc.: Disrupting the Auto Industry" - This case study examines Tesla's disruptive impact on the automotive industry and its global business strategies.
- "IKEA's Global Strategy: Furnishing the World" - This case study analyzes IKEA's global expansion strategy and its impact on the furniture industry worldwide.

## Suggested Courses on Coursera

- "Global Strategy I: How The Global Economy Works" by University of Illinois at Urbana-Champaign, accessible at <https://www.coursera.org/learn/global-strategy>
- "International Business II - Business Expansion and Global Trade" by University of New Mexico, accessible at <https://www.coursera.org/learn/international-business-expansion>

**SEMESTER/YEAR** : III/II  
**COURSE CODE** :  
**TITLE OF THE COURSE** : **Banking Practices and Regulations**  
**L: T: P: C** : **4:0:0:0**

### Overview

This course aims to introduce students about various banking practices to students and let them have a fundamental understanding about the same.

### Course Objectives

- To explore the history of banks and have a fundamental understanding of Banking Regulation Act.
- To develop an understanding about the various types of bank accounts and KYC.
- To gain knowledge about negotiable instruments dealt by banks.
- To understand the process of handling cheques.
- To gain knowledge about core banking solutions, BASEL-3 norms.

### Course Outcomes

- Comprehend the definition of banking, permitted business activities, capital and licensing requirements as per the Banking Regulation Act.
- Analyze the banker-customer relationship, account types for special customers, account closure procedures, and the significance of KYC policies.
- Examine the characteristics, parties, types, and essential features of negotiable instruments, including bills of exchange, promissory notes, cheques, endorsements, and alterations.
- Evaluate the duties, responsibilities, statutory protection, and case studies related to paying and collecting bankers, as well as the concepts of a holder in due course and holder for value.
- Explore core banking solutions, electronic banking channels, non-performing asset factors, and an overview of Basel Norms I, II, and III.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>● Lectures</li><li>● Readings</li><li>● Case Study</li><li>● Class room exercise</li></ul>  |
| <b>Assessment Strategy</b>  | <ul style="list-style-type: none"><li>● Mini Projects</li><li>● Assignments</li><li>● Case Study</li><li>● Written Exam</li></ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | History-definition of banking as per BR Act, other forms of business permitted and prohibited for banking companies. Concepts only- Paid-up-capital and reserve for an Indian banking company-licensing of banking company  | 8              |
| <b>Unit II</b>  | Definition of Banker and Customer-General relationship. Special relationship - Special types of customers- Minor, lunatic, married women, Joint Accounts, Partnership accounts. Private Limited Company, Public Limited Company, Non-Trading Concerns, Trust Accounts - Closure of Accounts. KYC Policy       | 7              |
| <b>Unit III</b> | Meaning - Characteristics of Negotiable Instruments - Parties to the Instruments – Different types of negotiable instruments - Bills of Exchange Essentials - Promissory Note – Essentials - Cheques - Essentials, MICR Cheques - Material alterations - Markings - Endorsement - Types of endorsement.       | 7              |
| <b>Unit IV</b>  | <b>Paying banker and collecting banker:</b> Duties and responsibilities - Statutory Protection - Dishonor of Cheques - grounds – payment of cheques and other instruments. Collecting Banker Duties and Responsibilities - Statutory Protection, Banker as a holder in due course. Banker as holder for value | 9              |
| <b>Unit V</b>   | Core Banking – Virtual Banking, E-banking, ATM, CDM (Cash Deposit Machine), Mobile Banking, ECS, EFT, NEFT, RTGS, SWIFT, Credit Card, Debit Card, E- Money, Digital Cash. NPA's – Factors contributing to NPA's (internal, External and others) BASEL Norms I,II and III – Overview and background.           | 9              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 1   | -   | -   | -   | 1   | -   |
| <b>CO2</b> | 2   | -   | 1   | -   | 1   | -   |
| <b>CO3</b> | 1   |     | 3   |     |     |     |
| <b>CO4</b> | 1   |     | 2   | 1   | 2   |     |
| <b>CO5</b> | 2   | 2   | 1   | 1   | 2   |     |

## Action Based Component

- Interaction with bank staff
- Visiting Bank.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | x                          | x | x | x | x |  |
| 2 | Attendance                       | 5           |                            |   |   |   |   |  |
| 3 | Assignment 1                     | 10          | x                          | X |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   | x | x | X |  |
| 5 | IAT Exam                         | 20          | x                          | X |   |   |   |  |
| 6 | CBT                              | 10          | X                          | x | x | X |   |  |
| 7 | Semester End Examination         | 40          | x                          | x | x | x | x |  |

### Recommended Resources

#### Textbook:

1. E. Gordon & K. Natarajan, Banking Theory Law & Practice, Himalaya Publishing House, 30<sup>th</sup> Edition.

#### Reference books

1. S.N. Maheshwari, Banking Law and Practice - Kalyani Publishers.
2. A. Gajendran, Banking Theory Law & Practice, Vrinda Publications Pvt Ltd.

### Readings & Case Analysis

Case Study: Will a Bank's New Technology Help or Hurt Morale? By Leonard A. Schlesinger

**SEMESTER/YEAR: III / II**

**COURSE CODE:**

**TITLE OF THE COURSE: Introduction to Supply Chain Management**

**L: T: P: C: 4: 0: 0:4**

### Overview

This course is designed to provide students an overview of the basic functions of a supply chain orientation toward business. The role of supply chain processes is examined in creating competitive advantage with respect to quality, flexibility, lead-time, and cost. Topics covered will include customer service, inventory concepts, transportation, and warehousing, purchasing, and supply chain management.

### Course Objectives

1. Understand the fundamentals of supply chain management and its significance in modern business.
2. Analyze supply chain design and strategy decisions to optimize efficiency and reduce costs.
3. Apply inventory management techniques and demand forecasting methods to enhance operational performance.
4. Evaluate transportation and logistics options to ensure effective distribution and global supply chain management.
5. Explore the role of information technology in supply chain optimization and its practical applications in real-world scenarios.

### Course Outcomes

1. Grasp the fundamentals of supply chain management and its importance in contemporary business operations.
2. Analyze supply chain design and strategic decisions to improve efficiency and minimize costs.
3. Apply inventory management techniques and demand forecasting methods to boost operational efficiency.
4. Evaluate transportation and logistics alternatives to facilitate efficient distribution and global supply chain management.
5. Investigate the utilization of information technology in optimizing supply chains and its practical implementation in real-world contexts.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>● Lectures</li><li>● Readings</li><li>● Active student participation and class room exercises in understanding digital marketing concepts.</li></ul>  |
| <b>Assessment Strategy</b>  | Participants will be assessed on both conceptual understanding and application of digital marketing. <ul style="list-style-type: none"><li>● Practical assignments using digital marketing assessment tools.</li><li>● Submission of assignments</li><li>● Group assignments ● Written Exam</li></ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction to SCM:</b><br>Meaning, Importance, Overview, Objective, Process Overview, Process tools, Supply chain dynamics, A model of SCM, Focus areas in SCM, Change Drivers, Evolution of SCM, Types of Cargoes. Cross docking warehousing, Agile SCM, Green SCM, Maritime SCMs.  | 8              |
| <b>Unit II</b>  | <b>Supply Chain Design and Strategy:</b><br>Supply chain network design: decisions on location, facilities, and distribution channels, Supply chain integration and collaboration with suppliers, manufacturers, and distributors, Strategic alliances and partnerships in SCM, Risk management and resilience in supply chains.                | 8              |
| <b>Unit III</b> | <b>Operations and Inventory Management:</b><br>Inventory management techniques: EOQ, JIT, ABC analysis, Demand forecasting methods and their application in inventory management, Order fulfillment processes and techniques for improving efficiency, Warehouse management and optimization  | 8              |
| <b>Unit IV</b>  | <b>Transportation and Logistics:</b><br>Modes of transportation: road, rail, air, sea, and multimodal transport, Freight forwarding and third-party logistics (3PL), Route optimization and vehicle scheduling, International logistics and global supply chain management, Regulatory and legal considerations in transportation and logistics | 8              |
| <b>Unit V</b>   | <b>Information Technology in Supply Chain Management:</b><br>Role of technology in SCM: RFID, IoT, AI, Blockchain, Supply chain visibility and transparency through IT systems, Enterprise Resource Planning (ERP) systems and their integration with SCM, Data analytics and predictive modeling for supply chain optimization.                | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 2   | -   | -   | -   | -   | -   |
| <b>CO2</b> | 2   | 3   | -   | -   | -   | -   |
| <b>CO3</b> | 1   | -   | 2   | -   | -   | -   |
| <b>CO4</b> | 3   | -   | -   | 2   | -   | -   |
| <b>CO5</b> | -   | 3   | 1   | -   | 2   | -   |

## Action Based Component

**Assignment 1:** Supply Chain Analysis Students will analyze a company's supply chain, identifying strengths and weaknesses, and propose optimization strategies.

**Assignment 2:** Inventory Management Simulation Students will participate in a simulation exercise to manage inventory, applying techniques like EOQ and JIT to minimize costs and meet demand.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 3 | Assignment 2                     | 10          |                            |   | X | X |   |  |
| 4 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 5 | CBT                              | 10          | X                          | X | X |   |   |  |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## Recommended Resources

### Textbooks:

1. Fundamentals of Supply Chain Management, A Practitioners Perspective”, Second Edition, McLaury, Spiegle (ISBN 978-1-5249-0239-1).
2. K. Shridhara Bhat, Supply Chain Management, Himalaya Publishing House, Latest Edition

### Reference books

1. Sarika Kulkarni, Ashok Sharma Supply Chain Management – Creating Linkages for Faster Business Turnaround, Tata McGraw-Hill Publishing Company Ltd, Latest Edition
2. James B. Ayers, Supply Chain Project Management – A Structured Collaborative and Measurable Approach, CRC Press, Latest Edition
3. Supply Chain Management: Strategy, Planning, and Operation--Sunil Chopra and Peter Meindl, Publisher: Pearson, Edition: 7th Edition

## Readings & Case Analysis

1. <https://mu.ac.in/wp-content/uploads/2021/02/Logistics-and-Supply-Chain-Management-Sunil-Chopra-1.pdf>
2. <https://go.gale.com/ps/i.do?id=GALE%7CA89491197&sid=googleScholar&v=2.1&it=r&link-access=abs&issn=10770097&p=AONE&sw=w&userGroupName=anon%7Ee1797207&aty=open-web-entry>

## Suggested Courses on Coursera

1. <https://nextbillion.ai/supply-chain-management-courses>
2. <https://alison.com/course/supply-chain-management-and-capacity-planning>

**SEMESTER/YEAR** : III / II  
**COURSE CODE** :  
**TITLE OF THE COURSE:** Managerial Economics  
**L: T: P: C** : 4: 0: 0: 4

### Overview

The ability to make informed decisions is one of the key qualities that define a successful manager. This is true for managers in large multinationals, in small businesses, in non-profit organizations and in the government. Individuals and households also make decisions regularly. The ability to make the right decisions comes with a clear understanding of the various factors that impact their business and affairs.

### Course Objectives

The present course explains the basic principles of economics and support to make informed decisions.

1. To recognize and apply fundamental concepts of Economics in decision-making processes.
2. To relate the concepts of demand and supply to market dynamics and consumer behavior.
3. To analyze the production function for business optimization.
4. To understand market structures and the application of game theory for competitive strategies.
5. To understand the concept of National Income and their implications on the economy.

### Course Outcomes

- To recognize the knowledge on concepts and principles of Managerial Economics
- To describe and relate to the market the concepts of Demand and Supply
- To identify and recognize the Production Function concept and Cost Analysis
- To recognize the knowledge on Market structures and Game theory.
- To describe National Income concept and types of Business Cycles.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• Lectures</li><li>• Readings</li><li>• Active student participation and class room exercises</li><li>• Statistical Analysis</li></ul>  |
| <b>Assessment Strategy</b>  | Participants will be assessed on both conceptual understanding and business application of econometrics models by way of: <ul style="list-style-type: none"><li>• Mini projects,</li><li>• Submission of assignments</li><li>• Group assignments</li><li>• Written Exam</li></ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Nature &amp; Scope of Managerial Economics:</b><br>Managerial Economics - Introduction, Meaning, nature and scope. Fundamental Economics Concepts: Opportunity Cost, Discounting principle, Time perspective, Incremental reasoning, Equi-Marginal concept, Marginal concept in economics. Economies of information: Risk, uncertainty, Theory of firm.                     | 6              |
| <b>Unit II</b>  | <b>Demand &amp; Supply analysis:</b><br>Demand and Supply - Introduction, Market demand and supply functions and curves. Market equilibrium. Consumer behavior and rational choice: cardinal and ordinal approaches of consumer utility-Maximization of consumer utility by the technique of indifference curves and budget lines. Demand Forecasting and its methods and uses | 8              |
| <b>Unit III</b> | <b>Production Function &amp; Cost Analysis:</b><br>Introduction- Laws of diminishing returns to a factor. Returns to scale, Economies & Diseconomies of scale. Production function-Estimation of production function: Cobb Douglas Production functions. Concepts of cost - Cost analysis  | 10             |
| <b>Unit IV</b>  | <b>Market Structure and Modern Pricing Practices:</b><br>Price determination under perfect competition. Monopoly, Oligopoly, Duopoly & Monopolistic competition. Game theory & competitive strategy - Dominant strategy, Nash equilibrium. Types of pricing practice- Competitive pricing & Non pricing strategies.  | 8              |
| <b>Unit V</b>   | <b>National Income and Business Cycles:</b><br>Definition, Measuring the National Income in India, Importance of National Income in India, Importance of National Income Analysis. Business cycles – Meaning, Types of Business cycles ,Characteristics of Business Cycles, Causes of Business Cycles and Phases of Business Cycles  | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   | 2   | -   | -   | -   |
| <b>CO2</b> | 2   | 3   | 3   | -   | -   | -   |
| <b>CO3</b> | 3   | 2   | 3   | -   | -   | -   |
| <b>CO4</b> | 3   | 3   | 3   | -   | -   | -   |
| <b>CO5</b> | 3   | 3   | 3   | -   | -   | -   |

## Action Based Component

- Problems and decision making
- Mini project on macro-economic indicators of different countries

## Course Assessment

| # | Description of Assessment Method   | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length(exam) |
|---|------------------------------------|-------------|----------------------------|---|---|---|---|---|
|   |                                    |             | 1                          | 2 | 3 | 4 | 5 |   |
| 1 | Class Participation and Attendance | 5           | X                          | X | X | X | X |   |
| 2 | Assignment 1                       | 10          | X                          | X |   |   |   |   |
| 3 | Assignment 2                       | 10          |                            |   | X | X |   |   |
| 4 | IAT Exam                           | 20          | X                          | X |   |   |   |   |
| 5 | CBT                                | 15          | X                          | X | X |   |   |   |
| 6 | Semester End Examination           | 40          | X                          | X | X | X | X |   |

## Recommended Resources

### Textbook

1. Yogesh Maheswari, Managerial Economics, PHL Learning, New Delhi, 2005

### Reference books

1. Mark Hirschey, "Managerial Economics – An Integrative Approach", 2008, 1st Ed. Cengage Learning.
2. Craig H. Peterson, W. Cris Lewis & Sudhir K. Jain, Managerial Economics, 2008, 4th Ed., Pearson Education
3. D. N. Dwivedi, "Managerial Economics", 2009, 7th Ed. Vikas Publishing House Pvt. Ltd
4. Dominik Salvatore, "Managerial Economics", 2008, 6th Ed. Oxford University Press.

## Problem Analysis

Problem set assignments on demand and supply functions, production and cost function.

## Suggested Courses on NPTEL

1. Managerial Economics (<https://archive.nptel.ac.in/courses/110/101/110101149/>)

**SEMESTER/YEAR** : III/II  
**COURSE CODE** :  
**TITLE OF THE COURSE** : INDIAN ETHOS AND LEADERSHIP  
**L: T: P: C** : 1:0:2:2

### Overview

This course introduces Indian Ethos and leadership as the modern managerial approach to ethical questions in business environment. It gives not only understanding of main theoretical concepts, but also developing skills of identification, analysis and permission of ethical dilemmas on a workplace and managing ethics through leadership in organizations. This course is an important contribution to increasing standards of business as the students are future executives of organizations.

### Course Objectives

The objectives of the course are to enable the student to:

- To familiarise the graduates with knowledge on the concepts of ethics, types, importance of various approaches.
- To explain the graduates about Indian perspectives of ethics.
- To familiarise the graduates on the nature of leadership, the concept of ethical leadership behaviours.
- To explain the graduates knowledge towards the Leadership, Inclusive & Diversity in different cultures.
- To learn about the various concepts of examining and appreciating contemporary trends in leadership.

### Course Outcomes

At the end of this course, students are able to:

- To **define** the basic concepts in ethics, types, the need & importance of various approaches with reference to best practices.
- To **describe** the role and importance of Indian scenario towards ethics and its role.
- To **demonstrate** the nature of leadership, the concept of ethical leadership behaviours and using inclusion& diversity concepts.
- To **examine** the various concepts of examining and appreciating contemporary trends in leadership.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Readings</li> <li>• Active student participation and class room exercises</li> <li>• HBR case and article analysis with students'</li> </ul>                             |
| <b>Assessment Strategy</b>  | Participants will be assessed on both conceptual understanding by way of: <ul style="list-style-type: none"> <li>• Mini projects</li> <li>• Submission of assignments</li> <li>• Group assignments</li> <li>• Written Exam</li> </ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction:</b><br>Ethics v/s Ethos, Theories of Ethics, Absolutism versus Relativism<br>Teleological approach, the Deontological approach, Kohlberg's six stages of moral development, Ethical Principles in Business.      | 04 Hours       |
| <b>Unit II</b>  | <b>Indian Ethos:</b><br>Values and Ethics - A Holistic Management System- Management in Indian Perspective.   | 04 Hours       |
| <b>Unit III</b> | <b>Strategic Leadership in Organization:</b><br>Definition, The nature of Leadership, Manager vs Leaders, Traits of good leaders and followers, Effective leadership behaviors, Leadership training programs, Ethical leadership. | 04 Hours       |
| <b>Unit IV</b>  | <b>Leadership, Inclusive &amp; Diversity:</b><br>Gender and leadership, leadership in different cultures, managing diversity- Women Leadership.   | 04 Hours       |
| <b>Unit V</b>   | <b>Trends in Leadership:</b><br>Blue Ocean Leadership- Wellbeing focused leadership- AI-Powered Leadership- Emotionally-Intelligent Leadership.   | 04 Hours       |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | -   | -   | -   | -   | 3   |
| <b>CO2</b> |     | 3   | -   | -   | 3   | -   |
| <b>CO3</b> | 3   | -   | -   | 3   | -   | -   |
| <b>CO4</b> | -   | -   | -   | -   | 3   | 3   |
| <b>CO5</b> | -   | -   | 3   | -   | 3   | -   |

## Action Based Component

- Problems and decision making
- Mini project

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Assignment 1                     | 5           | X                          | X |   |   |   |  |
| 2 | Assignment 2                     | 5           | X                          | X |   |   |   |  |
| 3 | IAT                              | 10          | X                          | X |   |   |   |  |

|   |                          |    |   |   |   |   |   |  |
|---|--------------------------|----|---|---|---|---|---|--|
|   | Exam                     |    |   |   |   |   |   |  |
| 4 | CBT                      | 10 | X | X | X | X |   |  |
| 5 | Semester End Examination | 50 | X | X | X | X | X |  |

### Recommended Resources

#### Textbook:

1. Indian Ethos and Values: For Leadership Excellence, Nagarajan, K., New Age International Publisher, 1st Edition.

#### Reference books

1. Indian Ethos and Leadership, Bhavani M.R., Dr. Sindhu A. N, Nikitha Alur, 2<sup>nd</sup> edition.
2. Indian Ethos in Management, Tushar Agarwal & Nidhi Chandorkar, Himalaya Publications Ltd, 2nd edition.

### Readings & Case Analysis

1. Faculty can curate based on the text books recommended or refer Harvard Business Case repositories.

### Suggested Courses on Coursera

**SEMESTER/YEAR : III/II**

**COURSE CODE :**

**TITLE OF THE COURSE : YOGA EDUCATION**

**L: T: P: C. : 2:1:0:2**

**COURSE AIM & SUMMARY:**

The course Yoga prepares the students physically and mentally for the integration of their physical, mental and spiritual faculties so that the students can become healthier, saner and more integrated members of the society and of the nation.

**COURSE OBJECTIVES:**

- To enable the students to have good health
- To practice mental hygiene.
- To possess emotional stability
- To integrate moral values.
- To attain higher level of consciousness.

**COURSE OUTCOMES:** Upon successful completion of this course, a student will be able to

- To have good health.
- To practice mental hygiene.
- To possess emotional stability.
- To integrate moral values.
- To attain higher level of consciousness.

**COURSE CONTENT**

**UNIT I: Introduction to Yoga**

Yoga: definition, Ashtanga Yogapathanjali, types of yoga, Ashtanga Yoga, Yoga education at colleges

**UNIT II: Uccharana – Yoga Mantras**

**UNIT III: Yama- Niyama, Guidelines for Yoga practice**

**UNIT IV: Surya Namaskar**

**UNIT V: Asanas**

Standing, Sitting, Prone, Supain. (Reference Protocol Book)

**UNIT: VI Relaxation Techniques**

Instant Relaxation technique (IRT), Quick Relaxation technique(QRT), Deep Relation Technique (DRT), (Yoganidra)

**UNIT: VII Pranayama & Yoga Mudras**

**UNIT- VIII Pratyahara Techniques, Dharana Techniques, Dyana, Sammadhi.**

**UNIT IX: Yoga for awareness, Concentration & eyesight Improvement –**

Krida Yoga, Eye exercises- Cleansing, Preparatory & Trataka Techniques.

**UNIT: X Guidelines for students.**

**REFERENCE BOOKS:**

Yoga: The Spirit and Practice of Moving into Stillness by Erich Schiffmann.

Light on Yoga: The Bible of Modern Yoga.

**Assessment of COs**

IAT – 20%, CBT -15%, Teachers Evaluation - 25%, Semester End Exam-40%

**SEMESTER/YEAR** : IV/II

**COURSE CODE** :

**TITLE OF THE COURSE** : **COST AND MANAGEMENT ACCOUNTING**

**L: T: P: C.** : **4:0:0:4**

### **Overview**

The concepts in Cost and Management Accounting, including strategic cost management, costing systems, and decision-making tools. Topics include activity-based costing, variance analysis, and performance measurement. It emphasizes the strategic role of cost information in decision-making and competitive advantage.

### **Course Objectives**

The objectives of the course are to enable the student to:

1. Students will comprehend fundamental cost concepts, classifications, and behaviors, enabling them to analyze cost structures and make informed decisions.
2. Students will learn to apply various costing techniques such as job costing, process costing, and activity-based costing to accurately allocate costs and determine product/service costs.
3. Students will be able to perform variance analysis, interpret budgetary control reports, and use standard costing methods to evaluate organizational performance and identify areas for improvement.
4. Students will understand the strategic role of cost management in achieving competitive advantage, including the implementation of target costing, lifecycle costing, and value chain analysis.
5. Students will develop advanced decision-making skills by applying cost-volume-profit analysis, pricing strategies, and relevant costing techniques to make effective business decisions in various scenarios.

### **Course Outcomes**

At the end of this course, students are able to:

1. Students will be able to analyze different cost structures within an organization and identify cost drivers, enabling them to understand the composition of costs and their impact on profitability.
2. Students will demonstrate proficiency in applying various costing techniques such as job costing, process costing, and activity-based costing to accurately allocate costs to products or services.
3. Students will be capable of conducting variance analysis, interpreting budget reports, and using standard costing methods to evaluate performance, enabling them to make informed decisions to improve efficiency and control costs.
4. Students will apply strategic cost management techniques such as target costing, lifecycle costing, and value chain analysis to enhance competitiveness and strategic decision-making within organizations.
5. Students will develop advanced decision-making skills by applying cost-volume-profit analysis, pricing strategies, and relevant costing techniques to solve complex business problems, thereby contributing to organizational success and sustainability.

|                      |  |
|----------------------|--|
| Approach to Learning | <ul style="list-style-type: none"> <li>● Lectures: Providing theoretical foundations and conceptual understanding of accounting principles, standards, and practices applicable to corporations.</li> <li>● Case Studies: Analyzing real-world corporate financial scenarios to apply theoretical knowledge, develop problem-solving skills, and understand the complexities of accounting in practical contexts.</li> <li>● Hands-on Exercises: Engaging in practical exercises, such as preparing financial statements, journal entries, and conducting financial analysis using accounting software or spreadsheets.</li> <li>● Group Discussions: Facilitating discussions to exchange ideas, share experiences, and collaborate on solving accounting problems, enhancing critical thinking and communication skills.</li> <li>● Assignments and Assessments</li> </ul> |
| Assessment Strategy  | <p>Participants will be assessed on both conceptual understanding and business application of Finance practices by way of:</p> <ul style="list-style-type: none"> <li>● Mini projects,</li> <li>● Submission of assignments</li> <li>● Group assignments</li> <li>● Written Exam</li> </ul>  |

## Syllabus

| Units    | Syllabus Details   | Teaching Hours |
|----------|--|----------------|
| Unit I   | <b>Advanced Concepts in Cost Accounting:</b> Strategic role of cost accounting in decision-making- Costing for quality management and continuous improvement- Costing for lean manufacturing and waste reduction.  | 7              |
| Unit II  | <b>Costing Systems and Techniques:</b> Activity-based costing (ABC) and its application in modern manufacturing environments Throughput accounting and its relevance in process industries- Target costing and lifecycle costing methodologies   | 8              |
| Unit III | <b>Cost Management and Control:</b> Advanced variance analysis techniques including mix and yield variances- Use of flexible budgets and performance measurement in decentralized organizations- Advanced aspects of standard costing including setting standards and managing variances   | 9              |
| Unit IV  | <b>Strategic Cost Management:</b> Cost management strategies for competitive advantage- Value chain analysis and strategic cost drivers- Cost leadership vs. differentiation strategies.   | 8              |
| Unit V   | <b>Decision Making and Performance Evaluation:</b> Advanced decision-making tools such as activity-based management (ABM) and theory of constraints (TOC) Transfer pricing methods and their implications for multinational corporations Advanced performance measurement frameworks including balanced scorecard and beyond budgeting | 8              |

## CO-PO Mapping

|     | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|-----|-----|-----|-----|-----|-----|-----|
| CO1 | 3   | 2   | 2   | -   | -   | -   |
| CO2 | 3   | 2   | 2   | -   | -   | -   |
| CO3 | 3   | 2   | 3   | -   | -   | -   |
| CO4 | 3   | 3   | 3   | -   | -   | -   |
| CO5 | 3   | 2   | 2   | -   | -   | 2   |

### Practical Based Component

- Mini projects
- Role Play Analysis
- Company Production and Operations Visit to gain practical Exposure

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length(exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|---|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |   |
| 1 | Class Participation / Attendance | 5           | X                          | X | X | X | X |   |
| 2 | Assignment 1                     | 10          | X                          | X |   |   |   |   |
| 3 | Assignment 2                     | 10          |                            |   |   | X | X |   |
| 4 | IAT                              | 20          | X                          | X |   |   |   |   |
| 5 | CBT                              | 15          | X                          | X | X | X |   |   |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |   |

### Recommended Resources

#### Textbook

1. T. Horngren, Srikant M. Datar, Madhav V. Rajan, Cost Accounting: A Managerial Emphasis. Pearson
2. Anthony A. Atkinson, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, Management Accounting: Information for Decision-Making and Strategy Execution" Pearson

#### Reference books

1. Adolph Matz, Milton F. Usry "Planning and Control", South-Western College Pub Edition: Latest Edition
2. Shank Govindarajan "Strategic Cost Management: The New Tool for Competitive

### Suggested Courses on Coursera

1. <https://www.coursera.org/learn/operations-strategy>

**SEMESTER/YEAR : IV/ II**  
**COURSE CODE :**  
**TITLE OF THE COURSE : PROJECT MANAGEMENT**  
**L: T: P: C : 4:0:0:4**

### Overview

The course aims at introducing basic concepts of fundamental project management concepts and behavioral skills needed to successfully launch, lead, and realize benefits from projects in profit and nonprofit organizations.

### Course Objectives

The objectives of the course are to enable the student to:

- To outline the need for Project Management.
- To analyze techniques of activity planning.
- To highlight Project Monitoring and Control
- To Understand the concept of Cost and Quality in Project Management
- To analyze metrics used for tracking and managing a project.

### Course Outcomes

At the end of this course, students are able to:

- Understand project management design, development, and deployment.
- Understand the implications, challenges, and opportunities of organizational dynamics in project management.
- Understand how to manage project cost, quality, and delivery.
- Align critical resources for effective project implementation.
- Evaluate and select the most desirable projects.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>● Lectures</li> <li>● Readings</li> <li>● Active student participation and class room exercises</li> <li>● Case Analysis collaboratively with students involvement</li> </ul>  |
| <b>Assessment Strategy</b>  | <p>Participants will be assessed on both conceptual understanding and business application of Finance practices by way of:</p> <ul style="list-style-type: none"> <li>● Mini projects,</li> <li>● Submission of assignments</li> <li>● Group assignments</li> <li>● Written Exam</li> </ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction to Project Management and Project Selection</b><br>Meaning – definition - Objectives of Project Management- Importance of Project Management- Types of Projects Project Management Life Cycle- Project Selection – Feasibility study: Types of feasibility Steps in feasibility study. Need for a project.  | 8              |
| <b>Unit II</b>  | <b>Project Planning and Implementation</b><br>Project Scope- Estimation of Project cost – Cost of Capital – Project Representation and Preliminary Manipulations - Basic Scheduling Concepts - Resource Levelling – Resource Allocation.  | 9              |
| <b>Unit III</b> | <b>Project Monitoring and Control</b><br>Setting a base line- Project management Information System – Indices to monitor progress. Importance of Contracts in projects- Teamwork in Project Management - Attributes of a good project team – Formation of effective teams – stages of team formation.   | 9              |
| <b>Unit IV</b>  | <b>Cost Management and Quality Management</b><br>Work and cost estimation, Direct and indirect (allocated) costs, concept of buffer and buffer management, cost overruns and its impact, Margins; Rolling up of revenue, cost and margins at the company level, concept of EPS ,Concepts of Quality management - assurance and quality control, Quality definition - process, Process Capability Baseline, Process audit, Quality assurance | 8              |
| <b>Unit V</b>   | <b>Project metrics</b><br>Defining and tracking metrics, tracking metrics at various levels of hierarchy, Status reports  | 6              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 3   | 2   | -   | -   | -   |

|            |   |   |   |   |   |   |
|------------|---|---|---|---|---|---|
| <b>CO2</b> | 3 | 2 | 3 | - | - | - |
| <b>CO3</b> | 3 | 3 | 3 | - | - | - |
| <b>CO4</b> | 3 | 3 | 3 | - | - | - |
| <b>CO5</b> | 3 | 3 | 3 | - | - | - |

### Action Based Component

- Mini projects
- Research Based Assignments

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |  |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   | X | X |   |  |
| 5 | IAT Exam                         | 20          | X                          | X |   |   |   |  |
| 6 | CBT                              | 10          | X                          | X | X | X |   |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbooks:

1. "Project Management – the Managerial Process", Clifford F. Grey, Erik W.Larson and Gautam V.Desai; McGraw Hill Publications, 6<sup>th</sup> Edition, 2014.
2. "The Art of Project Management", Scott Berkun, 2005s

#### Reference books

- 1 "Project Management – Core Textbook", Mantel, Meredith, Shafer and Sutton, Wiley Publications, 2<sup>nd</sup> Indian Edition, 2014
- 2 "Management", Stephen P. Robbins, Mary Coulter and Agna Fernandez, Pearson publications, 14<sup>th</sup> Edition, 2019

### Readings & Case Analysis

Project Management Institute: <https://www.pmi.org/business-solutions/case-studies>

### Suggested Courses on Coursera

1. <https://www.coursera.org/learn/project-management-foundations>
2. <https://www.coursera.org/professional-certificates/google-project-management>

**SEMESTER/YEAR : IV/ II**

**YEARCOURSE CODE :**

**TITLE OF THE COURSE: SECURITY ANALYSIS AND PORTFOLIO MANAGEMENT**

**L: T: P: C : 3:1:0:4**

### **Overview**

The primary objective of this course is to enhance students' proficiency in the realm of finance and investment, bolstering their business acumen. By immersing themselves in the intricacies of Investment Management, students will develop a comprehensive understanding of various investment avenues and effective tax planning methodologies. They will gain in-depth knowledge of the investment process, exploring the nuanced relationship between risk and return. Additionally, students will acquire the necessary skills to evaluate different securities, employing fundamental security analysis techniques. Furthermore, the course will equip students with a range of portfolio management strategies, enabling them to make informed decisions in optimizing investment portfolios.

### **Course Objectives**

1. Develop a comprehensive understanding of the principles and techniques involved in security analysis and portfolio management.
2. Acquire knowledge of different types of securities, their valuation methods, and the factors influencing their prices.
3. Learn how to assess and analyze the risk and return characteristics of individual securities and portfolios.
4. Gain proficiency in constructing and managing investment portfolios, considering diversification, asset allocation, and rebalancing strategies.
5. Understand the role of market efficiency, market anomalies, and behavioral finance in the investment decision-making process.

### **Course Outcomes**

1. Develop a robust foundation in investment principles, distinguishing between investments, trading, and speculation. Effectively apply investment processes while considering investment goals and constraints to optimize financial outcomes.
2. Explore a diverse range of investment alternatives, including non-marketable financial assets, money market instruments, fixed income securities, equity shares, mutual funds, derivatives, life insurance policies, real estate, and valuable assets
3. Master the art of stock selection through comprehensive fundamental analysis, insightful industry analysis, meticulous company analysis, and accurate stock valuation
4. Develop expertise in bond pricing, assessing bond returns, and managing bond risks. Apply advanced concepts like duration and modified duration to construct bond portfolios that align with investment objectives.
5. Gain a profound understanding of mutual funds, including their net asset value and various investment plans.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>● Case Analysis collaboratively with students' involvement</li> <li>● Group Discussions</li> <li>● Group Projects</li> <li>● Field Visits and internship</li> <li>● Research and Analysis</li> <li>● Practical Exercises</li> </ul>   |
| <b>Assessment Strategy</b>  | <p>Participants will be assessed on both conceptual understanding and Business application of portfolio management strategies by way of:</p> <ul style="list-style-type: none"> <li>● Submission of assignments</li> <li>● Presentations</li> <li>● Group assignments</li> <li>● Class Participation</li> <li>● Portfolio Management Simulations</li> <li>● Written Exam</li> <li>● Class Participation</li> </ul> |

**Syllabus**

| <b>Units</b>    | <b>Syllabus Details</b>  | <b>Teaching Hours</b> |
|-----------------|--|-----------------------|
| <b>Unit I</b>   | <b>BASICS OF INVESTMENTS</b><br>Investments – Meaning. Differences between Investment, Trading and Speculation. Process of making and Managing Investments. Investment Goals and Constraints   | 05                    |
| <b>Unit II</b>  | <b>INVESTMENT ALTERNATIVES</b><br>Non-marketable Financial Assets, Money Market Instruments, Fixed Income Securities, Equity Shares, Mutual Funds, Derivatives, Life Insurance Policies, Real Estate, Precious and Valuable items.   | 05                    |
| <b>Unit III</b> | <b>STOCK SELECTION AND PORTFOLIO CONSTRUCTION</b><br>Stock Selection: Fundamental Analysis – Economy Analysis, Industry Analysis, Company Analysis and Stock Valuation. Technical Analysis. Efficient Market Hypothesis. Portfolio Construction Theories – Markowitz Theory, Sharpe's Single Index Model, Capital Asset Pricing Model, Arbitrage Pricing Theory. | 12                    |
| <b>Unit IV</b>  | <b>BONDS</b><br>Pricing of Bonds, Returns on Bonds, Risks associated with Bonds, Duration and Modified Duration. Bond Portfolio Construction – Immunization Strategy.  | 08                    |
| <b>UNIT V</b>   | <b>MUTUAL FUNDS</b><br>Mutual Funds – Net Asset Value. Mutual Fund Returns – Dividend payment plan, Dividend Reinvestment Plan, Bonus Plan and Growth Plan. Mutual Fund Evaluation – Sharpe's Measure, Treynor's Measure, Jensen's Measure   | 10                    |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   | -   | -   | -   | -   |
| <b>CO2</b> | -   | 3   | 3   | -   | 2   | -   |
| <b>CO3</b> | 3   | -   | 2   | -   | -   | -   |
| <b>CO4</b> | -   | 3   | -   | -   | -   | -   |
| <b>CO5</b> | -   | -   | 2   | -   | 3   | -   |

## Action Based Component

- **Virtual Trading Simulation:** Engage students in a virtual trading simulation where they can create and manage a virtual investment portfolio
- **Portfolio Construction Project:** Divide students into groups and assign them the task of constructing a diversified investment portfolio based on given objectives, risk profiles, and investment constraints
- **Investment Pitch Presentation:** Ask students to prepare an investment pitch presentation where they analyze a specific security or investment opportunity.
- **Case Study Analysis:** Assign case studies that require students to analyze real-world investment scenarios, evaluate securities, and construct investment portfolios.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation/ Attendance  | 5           | X                          | X | X | X | X |  |
| 2 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 3 | Assignment 2                     | 10          |                            |   | X | X |   |  |
| 4 | IAT                              | 20          | X                          | X | X |   |   |  |
| 5 | CBT                              | 15          | X                          | X | X | X |   |  |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## Recommended Resources

### Textbooks

- Chandra, P. (2012). Investment Analysis and Portfolio Management (4thed.). McGraw Hill Education.
- S, Kevin. (2015). Security Analysis and Portfolio Management. New Delhi: Prentice Hall of India.
- Fischer, D. E., & Jordon, R. J. (2002). Security Analysis and Portfolio Management (6th Ed.). New Delhi: Prentice Hall Of India

### Reference books

- A. Brahmiah & P. Subba Rao, Financial Futures and Options, HPH.
- Singh Preeti, Investment Management, HPH
- Alexander Fundamental of Investments, Pearson Ed.
- Hangen: Modern Investment theory. Pearson Ed.
- Kahn: Technical Analysis – Plain and sample Pearson Ed.
- Ranganthan: Investment Analysis and Port folio Management.
- Chandra Prasanna: Managing Investment – Tata Mc Gram Hill.
- Alexander, shampe and Bailey – Fundamentals of Investments Prentice Hall of India
- Newyork Institute of Finance – How the Bond Market work – PHI.
- Mayo Investment Thomason Hearning

## Readings & Case Analysis

1. Investopedia
2. Journal of Portfolio Management
3. Morningstar
4. Harvard Business Review
5. MIT Sloan Management Review

## Suggested Courses on Coursera

1. <https://www.coursera.org/specializations/investment-portfolio-management>
2. <https://www.coursera.org/learn/portfolio-risk-management>

**SEMESTER/YEAR** : IV/ II  
**COURSE CODE** :  
**TITLE OF THE COURSE** : **TRAINING & DEVELOPMENT**  
**L: T: P: C** : **4:0:0:0**

### Overview

The course is offered as a human resource elective in the sixth semester. The course includes both the cognitive and the behavioral component. It will help develop both knowledge and skills in the fast-developing training and development field. Students will have an increased knowledge, understanding, and application about the training and various development functions related to their processes, design considerations, alternative methods of instruction and implementation issues. It is expected to develop and improve skills at applying the T&D processes particularly in the global T&D context.

### Course Objectives

1. To give students a perspective on the significance of the Training and Development function to an organization's competitive performance.
2. To understand learning theories and principles and their implications for the effectiveness of training programs in international context.
3. To equip the students with knowledge and understanding of the various methods using various techniques for development.
4. To impart knowledge on the implementation of training & development process.
5. This course impart the application about the training evaluation to the students.

### Course Outcomes

- CO1 Identify the significance of training concepts, Organizations and their performance.  
CO2 Demonstrate the training theories, principles and their implications connected in designing a training program in international context.  
CO3 Interpret the relevant concepts of T&D and training to various methods and the current practices  
CO4 Assess the implementation of T&D process.  
CO5 Apply Training and learning evaluation techniques linked to business strategies.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>● Lectures</li><li>● Readings</li><li>● Active student participation and class room exercises</li><li>● HBR case and article analysis with students'</li></ul>                             |
| <b>Assessment Strategy</b>  | Participants will be assessed on both conceptual understanding by way of: <ul style="list-style-type: none"><li>● Mini projects</li><li>● Submission of assignments</li><li>● Group assignments</li><li>● Written Exam</li></ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Introduction to Training and development:</b><br>Significance of T&D in today's business world -including the concept of learning organizations. Emergence of Corporate Universities and their strategic significance- Study of successful corporates.  | 08 Hours       |
| <b>Unit II</b>  | <b>Needs and Design of Training and Development:</b><br>Meaning; Training needs assessment; Training design; Implementation of the training programme; Designing effective training; Forces influencing training- Training and development for expatriates- Training and development for global staff. | 08 Hours       |
| <b>Unit III</b> | <b>Methods of Training and Development:</b><br>Traditional Methods: Case studies, Business games, Role-play, Demonstration; Modern Methods: E-Learning and use of technology, Self-directed teams, Mobile technology.  | 08 Hours       |
| <b>Unit IV</b>  | <b>Implementation of Training and Development:</b><br>Implementation process; Outsourcing agency; Mobilizing resources; Managing contingencies; Making changes and adjustments.  | 08 Hours       |
| <b>Unit V</b>   | <b>Evaluation of Training and Development:</b><br>Overview of the evaluation process; Training and development evaluation design; Reasons for evaluating training and development.   | 08 Hours       |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | -   | -   | -   | -   | 3   |
| <b>CO2</b> |     | 3   | -   | -   | 3   | -   |
| <b>CO3</b> | 3   | -   | -   | 3   | -   | -   |
| <b>CO4</b> | -   | -   | -   | -   | 3   | 3   |
| <b>CO5</b> | -   | -   | 3   | -   | 3   | -   |

## Action Based Component

Students will be divided in random teams of 2 (may be more depending on course roster) and will be assigned a case study from the textbook, from which assigned teams will develop a 10-minute (maximum) video presentation that will be shared with the class via ERP and facilitate discussion. This engagement and team efforts are important skills needed by training professionals. As such and depending on class size, the course coordinator will work as part of a team to develop a video based on the pre-assigned case study.

## Course Assessment

| # | Description of Assessment | Weightage % | Learning Outcomes Assessed | Submission day/week (assignments) or length (exam) |
|---|---------------------------|-------------|----------------------------|--|
|   |                           |             |                            |  |

|   | Method                   |    | 1 | 2 | 3 | 4 | 5 |
|---|--------------------------|----|---|---|---|---|---|
| 1 | Class Participation      | 5  | X |   | X | X | X |
| 2 | Assignment 1             | 10 | X | X |   |   |   |
| 3 | Assignment 2             | 15 |   |   | X | X |   |
| 4 | IAT Exam                 | 20 | X | X |   |   |   |
| 5 | CBT                      | 15 | X | X | X | X |   |
| 6 | Semester End Examination | 40 | X | X | X | X | X |

### Recommended Resources

#### Textbooks:

1. Noe, A. R. (2008). Employee training and development. The McGraw-Hill Companies Blanchard. P. N., & Thacker, J. W. (2009). Effective training: Systems, strategies, and practices (2nd ed.). Pearson Education
2. Aswathappa. (2010). Human Resource Management. McGraw Hill Education
3. Biswanath Ghosh. (2005). Human Resource Development and Management. Jain Book Depot

#### Reference books

1. Anderson, A.H. (2000). Training in practice: Successful implementation of plans. Infinity Books
2. Irwin, L. Goldstain. L. I., & Ford, J. K. (2002). Training in organization: Needs assessment, development, and evaluation (4th ed.). Thomson Learning.
3. Janakiram, B. (2007). Training & development, Biztantra innovations in management. Dreamtech press.
4. Mcgrath, E. H. (2008). Training for life and leadership in industry. Prentice Hall of India Pvt Ltd.
5. Phillips, J. J. (2004). Handbook of training evaluation and measurement methods. Jaico Publishing House
6. Sahu, R. K (2005). Training for development: All you need to know. Excel Books. Truelove, S. (2009). Training and development: theory and practice. Jaico Publishing

### Readings & Case Analysis

1. Text books or Harvard Case Repository can be used to discuss on the cases.

### Suggested Courses on Coursera

1. Course on Train the trainer [https://onlinecourses.nptel.ac.in/noc22\\_mg61/preview](https://onlinecourses.nptel.ac.in/noc22_mg61/preview)
2. Course on E Content Development [https://onlinecourses.swayam2.ac.in/ntr22\\_ed49/preview](https://onlinecourses.swayam2.ac.in/ntr22_ed49/preview)

**SEMESTER/YEAR : IV/ II**  
**COURSE CODE :**  
**TITLE OF THE COURSE : BUSINESS ANALYTICS FOR DECISION MAKING**  
**L: T: P: C :**

### Overview

This course provides a comprehensive introduction to Business Analytics, emphasizing its terminologies, importance, and various applications within organizations. It explores the architecture and types of analytics, including descriptive, diagnostic, predictive, and prescriptive analytics, and their relevance in different business areas. The course delves into the role of data in decision-making, highlighting the significance of data quality and the different types of digital data—structured, semi-structured, and unstructured. Students will gain insights into data warehousing, data mining, and data integration, along with the benefits of each. Additionally, the course covers various data analytics tools, both open-source (e.g., R, Python, Gretel, JAMOVI) and proprietary (e.g., SPSS, E-Views, Tableau, Power BI). A foundational understanding of databases is also provided, including database management systems (DBMS), relational databases (RDBMS), and SQL commands. Finally, the course examines business performance management, focusing on key performance indicators (KPIs), dashboard analytics, and their application in sales, marketing, HR, and financial analytics.

### Course Objectives

**The objectives of the course are to enable the student to:**

- Understand the fundamental concepts and importance of Business Analytics.
- Familiarize with various terminologies used in Business Analytics and Business Intelligence.
- Explore the architecture and types of analytics, including descriptive, diagnostic, predictive, and prescriptive.
- Recognize the role and importance of data quality in decision-making.
- Identify different sources and types of digital data: structured, semi-structured, and unstructured.
- Comprehend the concepts and advantages of data warehousing, data mining, and data integration.
- Learn about various data analytics software tools, including open-source and proprietary options.
- Gain an introductory understanding of databases, DBMS, RDBMS, and SQL.
- Explore the cycle of Business Performance Management and the use of KPIs and dashboard analytics in business support functions.

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction to Business Analytics</b><br>Business Analytics, Terminologies used in Analytics: Business Analytics, Business Intelligence, Meaning, Importance, Scope, Uses of Business Analytics, Architecture of Business Analytics, Types of Analytics: Descriptive, Diagnostics, Predictive, Prescriptive; Areas of Application of Business analytics; Introduction to Data Science and Big Data. | <b>6</b>       |
| <b>Unit II</b>  | <b>Role of Data in The Organization</b><br>Decision making, Importance of data quality, Sources of data, Types of Digital Data, Structured, Semi Structured, Unstructured Data; Data warehouse, Data mining, Data Integration – Meaning, Need, advantages of each.  | <b>6</b>       |
| <b>Unit III</b> | <b>Tools Used for Data Analytics</b><br>Introduction to data analytics software – Types of data analytics software – open source and proprietary software.<br><b>Open Source:</b> R- programming, Python, Gretel, JAMOVI;<br><b>Proprietary Sources-</b> SPSS, E-Views, Tableau, Power BI.  | <b>8</b>       |
| <b>Unit IV</b>  | <b>Database Orientation</b><br>Database definition, Types of structures, DBMs, RDBMS, Relational Database Language, Introduction to SQL, Features of SQL, SQL Languages, DDL commands- Create, Add, Drop, Constraints in SQL, DML Commands – Insert, Delete, Update.  | <b>14</b>      |
| <b>Unit V</b>   | <b>Business Performance Management</b><br>Business performance management cycle, KPI, Dashboard Analytics in Business Support Functions: Sales & Marketing Analytics, HR Analytics, Financial Analytics.  | <b>6</b>       |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> |     |     |     |     |     |     |
| <b>CO2</b> |     |     |     |     |     |     |
| <b>CO3</b> |     |     |     |     |     |     |
| <b>CO4</b> |     |     |     |     |     |     |
| <b>CO5</b> |     |     |     |     |     |     |

## Action Based Component

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           |                            |   |   |   |   |  |
| 2 | Attendance                       | 5           |                            |   |   |   |   |  |
| 3 | Assignment 1                     | 10          |                            |   |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   |   |   |   |  |
| 5 | IAT Exam                         | 20          |                            |   |   |   |   |  |
| 6 | CBT                              | 10          |                            |   |   |   |   |  |
| 7 | Semester End Examination         | 40          |                            |   |   |   |   |  |

### Recommended Resources

- Business Analytics: Text and Cases, Tanushri Banerjee, Arvindram Banerjee, Publisher: Sage Publication
- Business Analytics, U Dinesh Kumar, Publication: Wiley
- Business Analytics, R. Evans James, Publisher: Pearson
- Fundamental of Business Analytics, Seema Acharya R N Prasad, Publisher: Wiley
- Business Analytics: Data Analysis and Decision Making, Albright and Winston published by Cengage Learning. • Swain Scheps, Business Intelligence for Dummies.
- Rick Sherman, Business Intelligence Guidebook: From Data Integration to Analytics
- Cindi Howson, Successful Business Intelligence, Second Edition: Unlock the Value of BI & Big Data
- Seema Acharya R N Prasad, Fundamentals of Business Analytics, 2ed, Wiley

**SEMESTER/YEAR : IV/ II**  
**COURSE CODE :**  
**TITLE OF THE COURSE : International Business Strategy**  
**L: T: P: C : 4:0:0:4**

**Overview**

This course offers an in-depth analysis of strategic management in the context of international business. It examines the complexities of international markets, competitive dynamics, and strategic decision-making processes.

**Course Objectives**

- To understand the concept of international business strategy and its significance in the global marketplace.
- To develop skills in market assessment and selection criteria for international expansion.
- To analyze different entry mode strategies, including greenfield investment, acquisitions, and strategic alliances, and their implications for international business.
- To understand organizational structures for international operations and their implications for supply chain management and logistics.
- To examine ethical dilemmas, corporate social responsibility practices, and strategic decision-making tools in the context of international business.

**Course Outcomes**

1. To be able to define and explain the scope of international business strategy, demonstrating an understanding of key concepts and theories.
2. To be able to assess the impact of internationalization on business strategy, identifying strategic intent and competitive advantage in international markets.
3. To be able to evaluate market opportunities and risks, demonstrating the ability to select appropriate entry strategies for international expansion.
4. To analyze organizational structures for international operations and evaluate their impact on supply chain management and logistics in the context of global business environments.
5. To be able to integrate ethical considerations, corporate social responsibility practices, and strategic decision-making tools into international business strategies, ensuring alignment with ethical standards and societal expectations.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Readings</li> <li>• Active student participation and class room exercises</li> <li>• Case Analysis collaboratively with students' involvement</li> </ul> |
| <b>Assessment Strategy</b>  | <p>Participants in this course will be assessed through</p> <ul style="list-style-type: none"> <li>• Class Participation</li> <li>• Attendance</li> <li>• Assignment</li> <li>• Semester End Examination</li> </ul>   |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction to International Business Strategy</b><br><br>Definition and scope of international business strategy, Theories of internationalization: Uppsala model and eclectic paradigm. Internationalization and its impact on business strategy. Strategic intent and competitive advantage in international markets.                    | 8              |
| <b>Unit II</b>  | <b>International Market Analysis and Entry Strategies</b><br><br>Market assessment and selection criteria for international expansion. Entry mode strategies: greenfield investment, acquisitions, and strategic alliances. Managing political risk and regulatory challenges in international markets.   | 8              |
| <b>Unit III</b> | <b>Competitive Strategy in International Markets</b><br><br>Competitive dynamics in global industries: Porter's five forces. Strategic positioning and differentiation strategies. Managing strategic alliances and network relationships.  | 8              |
| <b>Unit IV</b>  | <b>Operations and Supply Chain Management</b><br><br>Organizational structures for international operations: global, multidomestic, transnational. International supply chain management and logistics. Technology and innovation management in international business.   | 8              |
| <b>Unit V</b>   | <b>International Ethics, CSR and Strategic Decision Making</b><br><br>Ethical dilemmas in international business: bribery, environmental sustainability. CSR practices in international corporations. Stakeholder management and ethical leadership in international business. Strategic decision-making tools: SWOT analysis, PESTEL analysis. | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   | 2   | -   | -   | -   |
| <b>CO2</b> | -   | -   | 2   | -   | 2   | -   |

|            |   |   |   |   |   |   |
|------------|---|---|---|---|---|---|
| <b>CO3</b> | 3 | - | - | 3 | - | - |
| <b>CO4</b> | - | 3 | - | - | - | 1 |
| <b>CO5</b> | - | - | 2 | 2 | 1 | - |

### Action Based Component

- Case Study Analysis: Analyze a case study on a multinational company's international business strategy, identifying key challenges and strategic decisions.
- Policy Analysis Project: Analyze a specific international trade policy or regulation and its impact on global business, presenting findings and recommendations for policy improvement.

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |  |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   |   | X | X |  |
| 5 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 6 | CBT                              | 10          |                            |   | X | X | X |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbook:

- "International Business: Strategy and the Multinational Company" by John B. Cullen and K. Praveen Parboteeah (12th Edition) 2021
- "Global Business Strategy: A Systems Approach" by Asterios G. Kefalas (2nd Edition)
- "International Business: Competing in the Global Marketplace" by Charles W. L. Hill and G. Tomas M. Hult (13th Edition) 2021

#### Reference books

- "Global Strategic Management" by Philippe Lasserre (4th Edition), 2017
- "International Business: The Challenges of Globalization" by John J. Wild and Kenneth L. Wild (9th Edition), 2020

### Readings & Case Analysis

#### Readings:

- "International Business: Environments and Operations" by John D. Daniels, Lee H. Radebaugh, and Daniel P. Sullivan (16th Edition)

#### Case Analysis:

- "Disruptive Innovation: A Case Study of Uber" by International journal of advanced

research and publications.

- “Analysis of Netflix's Strategy and Innovation in a Global Context Based on BCG Matrix” by BCP Business and Management.

### **Suggested Courses on Coursera**

- International Business I - Offered by the University of London, this course covers the fundamentals of international business and the challenges faced by companies operating globally.
- International Business Environment and Global Strategy - Offered by the University of New Mexico, this course explores the economic, political, and cultural factors that influence international business strategy.

**SEMESTER/YEAR** : IV/ II  
**COURSE CODE** :  
**TITLE OF THE COURSE** : Life Insurance & Operations  
**L: T: P: C** : 4:0:0:4

### Overview

This course provides an in-depth understanding of life insurance products, operations, and regulations. It covers various aspects of life insurance, including underwriting, claims management, and regulatory compliance.

### Course Objectives

- To introduce students to the fundamentals of life insurance.
- To familiarize students with life insurance products and their features.
- To develop skills in life insurance underwriting and claims management.
- To understand the regulatory framework governing the life insurance industry.
- To analyze emerging trends and challenges in life insurance operations.

### Course Outcomes

1. Ability to explain the principles and concepts of life insurance.
2. Proficiency in analyzing and evaluating life insurance products.
3. Skill in underwriting life insurance policies based on risk assessment.
4. Understanding of the claims management process in life insurance.
5. Knowledge of regulatory requirements and compliance in the life insurance industry.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• Lectures</li><li>• Readings</li><li>• Case Analysis</li></ul>   |
| <b>Assessment Strategy</b>  | Students will be assessed on conceptual understanding and practical application in corporate world through <ul style="list-style-type: none"><li>• Submission of assignments</li><li>• CBT</li><li>• Written Exam</li></ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction to Life Insurance</b><br>Concepts and principles of life insurance, History and evolution of life insurance, Life insurance industry structure, Regulatory framework, Role of life insurance in financial planning. | 8              |
| <b>Unit II</b>  | <b>Life Insurance Products</b><br>Types of life insurance policies, Features and benefits of life insurance products, Riders and endorsements, Policy documents and provisions, Market trends in life insurance products.           | 8              |
| <b>Unit III</b> | <b>Underwriting in Life Insurance</b><br>Risk assessment in life insurance underwriting, Underwriting process and guidelines, Underwriting decisions and outcomes, Use of technology in underwriting.                               | 8              |
| <b>Unit IV</b>  | <b>Claims Management in Life Insurance</b><br>Life insurance claims process, Types of life insurance claims, Claim settlement procedures, Fraud detection and prevention, Customer service in claims management.                    | 8              |
| <b>Unit V</b>   | <b>Regulatory Compliance in Life Insurance</b><br>Insurance laws and regulations, IRDAI guidelines, Consumer protection in life insurance, Compliance management, Impact of regulatory changes on life insurance operation.         | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 2   | -   | -   | -   | 2   | -   |
| <b>CO2</b> | 1   | 1   | -   | -   | 2   | -   |
| <b>CO3</b> | 1   | 2   | 2   | 4   | 1   | -   |
| <b>CO4</b> | 2   | 1   | 2   | -   | -   | -   |
| <b>CO5</b> | 2   | -   | 1   | 1   | -   | -   |

## Action Based Component

**Case Study Analysis:** Students should analyze real-life case studies related to life insurance operations, underwriting, claims management, and regulatory compliance. This will help them understand and apply theoretical concepts to practical scenarios.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 3 | Assignment 2                     | 10          |                            |   | X | X |   |  |
| 4 | IAT Exam                         | 20          | X                          | X |   |   |   |  |
| 5 | CBT                              | 15          | X                          | X | X | X |   |  |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## Recommended Resources

### Textbook:

- Principles of Life Insurance by Dr. B. D. Gupta, 3rd Edition, S. Chand & Company Ltd.

### Reference Books:

- Life Insurance: Products and Practices by Dr. R. R. Nair, Himalaya Publishing House.
- Life Insurance Underwriting by Dr. A. K. Singh, McGraw Hill Education.

## Readings & Case Analysis

### Readings:

- "Emerging Trends in Life Insurance Operations" by Dr. S. K. Sharma, Insurance Today Magazine.
- "Regulatory Challenges in the Life Insurance Industry" by Dr. M. K. Mishra, Insurance Journal.

### Case Studies:

- "Digital Transformation in Life Insurance: A Case Study of Company X" by Dr. N. K. Verma, Insurance Research Institute.
- "Fraud Detection in Life Insurance Claims: Lessons from Company Y" by Dr. P. S. Singh, Insurance Fraud Journal.

## Suggested Courses on Coursera

- "Insurance Operations and Regulations" by University of Pennsylvania.
- "Risk Management in Life Insurance" by University of London.

**SEMESTER/YEAR : IV/ II**  
**COURSE CODE :**  
**TITLE OF THE COURSE: Inventory Management and Material Requirement Planning**  
**L: T: P: C :**

**Overview**

This course provides an in-depth understanding of inventory management and material requirement planning (MRP) concepts, techniques, and applications. It aims to equip students with the skills necessary to manage inventory efficiently and to design and implement effective MRP systems in manufacturing and service organizations.

**Course Objectives**

The objectives of the course are to enable the student to:

- Understand the fundamental principles of inventory management.
- Apply various inventory control techniques.
- Analyze and optimize inventory levels.
- Understand the concepts and methods of material requirement planning.
- Develop and implement MRP systems.
- Integrate inventory management with other functions of the supply chain.

**Course Outcomes**

- Understand Inventory Fundamental and Analyze Inventory Costs and Metrics.
- Apply Inventory Control Techniques and develop Advanced Inventory Models
- Evaluate Inventory Management in Various Industries
- Understand Material Requirement Planning (MRP) Concepts
- Apply Just-In-Time (JIT) and Lean Manufacturing Techniques
- Integrate Inventory Management with Supply Chain Operations

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>● Lectures</li> <li>● Discussions</li> <li>● Case Studies</li> <li>● Group Projects</li> </ul>   |
| <b>Assessment Strategy</b>  | <p>Participants will be assessed on both conceptual understanding and business application of finance practices by way of:</p> <ul style="list-style-type: none"> <li>● Mini projects,</li> <li>● Submission of assignments</li> <li>● Group assignments</li> <li>● Written exam</li> </ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Introduction to Inventory Management</b><br>Introduction, Importance of Inventory Management, Types of Inventory, Inventory Management Objectives.<br><b>Inventory Costs and Performance Measures</b><br>Holding Costs, Ordering Costs, Stock out Costs, Inventory Turnover Ratio, Service Level Metrics.   | 7              |
| <b>Unit II</b>  | <b>Inventory Control Systems</b><br>Continuous Review (Q) System, Periodic Review (P) System, ABC Analysis, Economic Order Quantity (EOQ) Model.<br><b>Advanced Inventory Models</b><br>Reorder Point (ROP) Models, Safety Stock Calculation, Single Period Inventory Model, Multi-Period Inventory Models.  | 8              |
| <b>Unit III</b> | <b>Demand Forecasting Techniques</b><br>Qualitative and Quantitative Forecasting, Time Series Analysis, Moving Averages, Exponential Smoothing.<br><b>Inventory Management in Different Industries</b><br>Manufacturing Industry, Retail Industry, Service Industry, Case Studies.   | 7              |
| <b>Unit IV</b>  | <b>Introduction to Material Requirement Planning (MRP)</b><br>MRP Concepts, Objectives and Benefits, MRP vs. ERP, Components of MRP System.<br><b>MRP Inputs and Outputs</b><br>Master Production Schedule (MPS), Bill of Materials (BOM), Inventory Status Records, MRP Output Reports.<br><b>Just-In-Time (JIT) and Lean Manufacturing</b><br>JIT Concepts and Principles, JIT vs. MRP, Lean Manufacturing Principles, Kanban Systems. | 9              |
| <b>Unit V</b>   | <b>Integrating Inventory Management with Supply Chain:</b><br>Supply Chain Coordination, Vendor Managed Inventory (VMI), Collaborative Planning, Forecasting, and Replenishment (CPFR), Case Studies.<br><b>Contemporary Issues in Inventory Management and MRP:</b><br>Global Supply Chain Challenges, Technological Advancements, Sustainable Inventory Management, Future Trends.   | 9              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 3   | 1   | -   | -   | -   |
| <b>CO2</b> | 2   | 3   | 2   | -   | -   | -   |
| <b>CO3</b> | -   | 3   | 2   | -   | -   | -   |
| <b>CO4</b> | 1   | 1   | 3   | -   | -   | -   |
| <b>CO5</b> | -   | 2   | 2   | -   | -   | -   |

## Action Based Component

- Practical exposure on JIT technique in industry.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X |   |   |   |  |
| 3 | Assignment 1                     | 10          |                            |   | X | X |   |  |
| 4 | Assignment 2                     | 10          | X                          | X |   |   |   |  |
| 5 | IAT Exam                         | 20          | X                          | X | X | X |   |  |
| 6 | CBT                              | 10          | X                          | X | X | X | X |  |
| 7 | Semester End Examination         | 40          |                            |   |   |   |   |  |

## Recommended Resources

### Text book:

1. "Inventory Management and Production Planning and Scheduling" by Edward A. Silver, David F. Pyke, and Rein Peterson.
2. "Manufacturing Planning and Control for Supply Chain Management" by F. Robert Jacobs, William L. Berry, D. Clay Why bark, and Thomas E. Vollmann.

### Reference books:

2. "Principles of Inventory and Materials Management" by Richard J. Tersine.
3. APICS Certified in Production and Inventory Management (CPIM) Learning System.

## Readings & Case Analysis

1. Harvard business review

## Suggested Courses on Coursera

- <https://www.coursera.org/learn/effective-inventory-management-and-optimization>
- <https://www.coursera.org/learn/inventory-management>

**SEMESTER/YEAR** : IV/ II  
**COURSE CODE** :  
**TITLE OF THE COURSE** : **OPERATIONS RESEARCH**  
**L: T: P: C** : **3:1:0:4**

### **Overview**

Operational Research (OR)/ Statistics for Business is a discipline to aid decision making and improving efficiency of the system by applying advanced analytical methods. As a formal discipline it originated in the efforts of military planners during World War II. The tools of Operational Research are not from any one discipline; rather Mathematics, Statistics, Information Technology, Economics, Engineering, etc. have contributed to this discipline of knowledge. Today, it has become a professional discipline that deals with the application of scientific methods for decision-making, and especially to the allocation of scarce resources. The courses in Operational Research offer a unique blend of traditional coursework, practical skills, and real-world problem-solving experience designed to position students for success in today's competitive world.

### **Course Objectives**

**The objectives of the course are to enable the student to:**

- **Understand** the basic concepts and scope of operations research and its interdisciplinary nature involving mathematics, statistics, economics, engineering, and psychology.
- **Apply** linear programming techniques to formulate and solve optimization problems in various business and industrial scenarios.
- **Analyze** different types of assignment and transportation problems to determine the most efficient allocation of resources.
- **Evaluate** complex project networks using PERT (Program Evaluation and Review Technique) and CPM (Critical Path Method) to optimize project scheduling and management.
- **Create** models and solutions for real-world decision-making problems using operations research techniques, demonstrating integration of interdisciplinary knowledge and methodologies.

### **Course Outcomes**

- Students will be able to explain the fundamental concepts and the interdisciplinary nature of operations research, incorporating mathematics, statistics, economics, engineering, and psychology.
- Students will be able to apply linear programming techniques to formulate and solve real-world optimization problems in various business and industrial contexts.
- Students will be able to analyze different types of assignment and transportation problems to determine the most efficient allocation of resources, identifying key variables and constraints.
- Students will be able to evaluate complex project networks using PERT (Program Evaluation and Review Technique) and CPM (Critical Path Method), assessing their effectiveness in optimizing project scheduling and management.
- Students will be able to create and develop models and solutions for real-world decision-making problems using various operations research techniques, demonstrating the integration of interdisciplinary knowledge and methodologies to devise innovative solutions.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Problem Solving</li> <li>• Active student participation and use of the software</li> <li>• Real time Case Study Analysis.</li> </ul>  |
| <b>Assessment Strategy</b>  | <p>Participants will be assessed on the understanding and problem-solving ability:</p> <ul style="list-style-type: none"> <li>• Regular problem-solving activity</li> <li>• Submission of assignments</li> <li>• Effective utilization of the software through various real-time cases.</li> <li>• Written Exam</li> </ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <p><b><u>Introduction to Operation Research:</u></b><br/> <b>Operation Research:</b> Evolution of OR, Definitions of OR, Scope of OR, Applications of OR, Phases in OR study. Characteristics and limitations of OR, modelling in OR.<br/> <b>Linear Programming Problem:</b> History, Meaning and Definition of LPP, Characteristics or Basic assumptions of linear programming. Advantages &amp; Limitations of LPP. Application areas of LPP, Formulation of Linear Programming Problem.</p> | <b>6</b>       |
| <b>Unit II</b>  | <p><b><u>Linear Programming Problem:</u></b><br/> <b>Methods of solving LPP:</b> Solving LPP graphical method, Solving LPP by Simplex method, Duality problems in Simplex.</p>  | <b>10</b>      |
| <b>Unit III</b> | <p><b><u>Transportation Problem:</u></b><br/> Meaning, Steps in formulation of Transportation problem, Basic feasible solution using Northwest Corner Rule method, Matrix Minima method, Vogel's approximation method. Unbalanced transportation problem. MODI method for finding Optimum solution for Transportation.</p>  | <b>8</b>       |
| <b>Unit IV</b>  | <p><b><u>Assignment Problem:</u></b><br/> Meaning, Assumptions made in assignment problem, Steps in formulation of Assignment problem, Hungarian method, Maximization problems, Restricted Assignment problem.</p>  | <b>6</b>       |
| <b>Unit V</b>   | <p><b><u>Network Analysis:</u></b><br/> Phases of Project Management, Network Components, Project Evaluation and Review Technique (PERT), Critical Path Method(CPM) – drawing the network activity times, event times, critical path, total and free slack-cost time trade off and Crashing.</p>  | <b>10</b>      |

## CO-PO Mapping

|     | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|-----|-----|-----|-----|-----|-----|-----|
| CO1 | 1   | -   | 5   | 4   | 3   | 5   |
| CO2 | 2   | -   | 4   | 1   | 2   | 4   |
| CO3 | -   | 1   | 2   | -   | 1   | -   |
| CO4 | 4   | 2   | 1   | 2   | 4   | 2   |
| CO5 | 3   | 4   | -   | 3   | -   | 1   |

## Action Based Component

- Simplex can be solved using Excel

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Assignment 1                     | 10          | X                          | X | X |   |   |  |
| 3 | Assignment 2                     | 10          |                            |   | X | X | X |  |
| 4 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 5 | CBT                              | 15          | X                          | X | X | X |   |  |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## Recommended Resources

### Textbook :

1. Operations Research - Hamdy A. Taha, Pearsons Publication,2017

### Reference books

- 1 Srivastava V. K etal Quantitative Techniques for Managerial Decision Making. Wiley Eastern Ltd, 2011
- 2 Richard, I Levin and Charles A. Kirkpatrick - Quantitative Approaches to Management, 2<sup>nd</sup> edition, 2018, McGraw Hill, Kogakusha Ltd
3. Budnik. Frank S Dennis Mcleaavey, Richard Mojena - Principles of Operation Research – subsequent edition, 1988, AIT BS New Delhi.
4. Sharma JK - Operation Research- theory and applications-Mc Millan, 2012, New Delhi
5. Kalavathy S Operation Research – 2020, Vikas Pub Co
6. Naray J K. Operation Research, theory and applications – 2008, Mc Millan, New Dehi.
7. Taha Hamdy, Operations Research, 2017, Prentice Hall of India
8. Tulasian. Quantitative Techniques, 2002, Pearson Ed.
9. Vohr.N.D. Quantitative Techniques in Management, 5<sup>th</sup> edition, 2017, TMH.

10. Stevenson W.D, Introduction to Management Science, 2006, TMH.

### **Suggested Courses on Coursera**

1. <https://www.coursera.org/learn/operations-research-modeling>
2. <https://www.coursera.org/specializations/business-statistics-analysis>
3. <https://www.coursera.org/learn/business-statistics-analysis-capstone>

**SEMESTER/YEAR** :IV/II  
**COURSE CODE** :  
**TITLE OF THE COURSE: General Psychology**  
**L: T: P: C** : 3:0:0:3

**Overview**

General Psychology is an introductory course that provides an overview of the scientific study of behavior and mental processes. Students will explore key topics in psychology, including biological bases of behavior, perception, learning, memory, motivation, emotion, development, personality, social psychology, and psychological disorders. Through lectures, readings, discussions, and interactive activities, students will gain an understanding of the principles, theories, and methodologies used in psychological research and their applications to everyday life.

**Course Objectives**

The objectives of the course are to enable the student to:

- Understand the fundamental concepts and theories of psychology.
- Describe the biological bases of behavior, including genetics, the brain, and the nervous system.
- Explore cognitive processes such as perception, learning, memory, and thinking.
- Examine the role of motivation, emotion, and consciousness in human behavior.
- Investigate human development across the lifespan, including physical, cognitive, and socioemotional development.

**Course Outcomes**

- Understanding of Psychological Concepts
- Critical Thinking Skills
- **Application of Psychological Principles**
- **Self-awareness and Personal Growth**
- **Cultural Competence and Diversity Awareness**

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>● Lectures</li> <li>● Discussions</li> <li>● Case Studies</li> <li>● Group Projects</li> </ul>   |
| <b>Assessment Strategy</b>  | <p>Participants will be assessed on both conceptual understanding and business application of finance practices by way of:</p> <ul style="list-style-type: none"> <li>● Mini projects,</li> <li>● Submission of assignments</li> <li>● Group assignments</li> <li>● Written exam</li> </ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Introduction to Psychology</b><br>Overview of psychology, Historical perspectives and Research methods in psychology<br><b>Biological Bases of Behavior</b><br>Nervous system and brain structure, Neurons and neurotransmitters, Brain plasticity and neuroplasticity. | 9              |
| <b>Unit II</b>  | <b>Sensation and Perception</b><br>Sensory processes, Vision, hearing, taste, smell, touch, Gestalt principles<br><b>Learning and Memory</b><br>Classical and operant conditioning, Cognitive processes, Memory systems and strategies                                     | 10             |
| <b>Unit III</b> | <b>Developmental Psychology</b><br>Prenatal development and infancy, Childhood, adolescence, and adulthood, Aging and cognitive changes.<br><b>Personality Theories</b><br>Psychodynamic, humanistic, trait, and social-cognitive theories, Assessment of personality      | 9              |
| <b>Unit IV</b>  | <b>Social Psychology</b><br>Social cognition, Social influence and persuasion, Group dynamics and interpersonal relationships  | 6              |
| <b>Unit V</b>   | <b>Abnormal Psychology</b><br>Psychological disorders and classifications, Causes and treatments of psychological disorders, Mental health stigma and advocacy   | 6              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   | 1   | -   | -   | -   |
| <b>CO2</b> | 2   | 3   | 2   | -   | -   | -   |
| <b>CO3</b> | -   | 3   | 3   | -   | -   | -   |
| <b>CO4</b> | 3   | 2   | 2   | -   | -   | -   |
| <b>CO5</b> | -   | 2   | 1   | -   | -   | -   |

## Action Based Component

- Practical exposure on treatment of psychological disorder at a hospital.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Assignment 1                     | 10          |                            |   | X | X |   |  |
| 3 | Assignment 2                     | 10          | X                          | X |   |   |   |  |
| 4 | IAT Exam                         | 20          | X                          | X | X | X |   |  |
| 5 | CBT                              | 15          | X                          | X | X | X | X |  |
| 6 | Semester End Examination         | 40          |                            |   |   |   |   |  |

### Recommended Resources

#### Text book:

1. "Psychology: Themes and Variations" by Wayne Weiten.
2. "Psychology" by Sandra K. Ciccarelli and J. Noland White
3. "Psychology: From Inquiry to Understanding" by Scott O. Lilienfeld, Steven J. Lynn, Laura L. Namy, and Nancy J. Woolf

#### Reference books

1. "APA Dictionary of Psychology"
2. "Handbook of Psychology" (Volumes 1-12) edited by Irving B. Weiner
3. "The Corsini Encyclopedia of Psychology and Behavioral Science" edited by W. Edward Craighead and Charles B. Nemeroff

### Readings & Case Analysis

Harvard business review

### Suggested Courses on Coursera

- <https://www.coursera.org/degrees/bachelor-arts-psychology-umassg>
- <https://www.coursera.org/specializations/public-health-epidemiology>

**SEMESTER/YEAR : V/III**  
**COURSE CODE :**  
**TITLE OF THE COURSE : STRATEGIC MANAGEMENT**  
**L: T: P: C : 4-0-0-4**

### Overview

This Course exposes students to various strategic issues such as strategic planning, implementation and evaluation. It gives an overview of strategic management in an organization. The course is structured to foster analytical skills and decision-making skills among students in varied disciplines of business.

### Course Objectives

The objective of the course is to aid the students in:

- To Understanding concepts in Strategic Management
- To Understanding of Vision, Mission, objectives of an organization
- To Demonstrating different strategies used in an organization
- To Identifying and applying strategies at functional levels
- To Analyzing key Strategic areas for decision making

### Course Outcomes

At the end of this course, the student will be able to:

- Understand the strategic context in organizations.
- Develop and devise strategies in respective functional areas of organization.
- Apply knowledge to the formulation and implementation of strategy in business context.
- Analyze the various strategies of organization.
- Develop decision making and analytical Skills related to strategies.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Readings</li> <li>• Case Analysis collaboratively with students' involvement</li> </ul>   |
| <b>Assessment Strategy</b>  | <ul style="list-style-type: none"> <li>• Participants will be assessed on both conceptual understanding and business application of Finance practices by way of:</li> <li>• Mini projects</li> <li>• Submission of assignments</li> <li>• Group assignments</li> <li>• Written Exam</li> </ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Introduction to Strategic Management</b><br>Introduction, Meaning and Definition of strategy, Need, Process of Strategic Management, Benefits of Strategic management, Limitations of strategic management, Strategic Decision Making, Strategist and their role in strategic Management, Reasons for failure of strategic Management               | 8              |
| <b>Unit II</b>  | <b>Strategic Planning</b><br>Meaning of Strategic plan, Strategic Planning Process, Levels of Strategy, Corporate Level Strategy, Stability Strategy, Expansion Strategy, Merger Strategy, Retrenchment Strategy, Restructure Strategy, Business Level Strategy and Functional Level Strategy, Porter's Five Forces Model, BCG matrix                  | 8              |
| <b>Unit III</b> | <b>Implementation of Strategy</b><br>Aspects of Strategy Implementation, Project Manipulation, Procedural Implementation, Resource allocation, Structural Implementation, structural Consideration, structures for strategies, Organizational Systems, Behavioral Implementation, Leadership Implementation, Functional and Operational Implementation | 8              |
| <b>Unit IV</b>  | <b>Functional Strategies</b><br>Functional Strategies introduction, Functional Plans and Policies, need for functional policies, financial policies, Marketing policies, operational policies, personnel policies, Integration of functional plans and policies, Corporate Performance, causes of poor performance, improving performance              | 8              |
| <b>Unit V</b>   | <b>Strategy Evaluation</b><br>Strategy Evaluation and Control Meaning, Importance of strategic evaluation, Criteria for evaluating strategy, Evaluation and control process, Operational Control – Meaning of Strategic control, Types of strategic control, features of an effective control system, Evaluation techniques for operational control    | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 2   | -   | -   | -   | 3   | -   |
| <b>CO2</b> | 3   | -   | 1   | 2   | 2   | -   |
| <b>CO3</b> | -   | 3   | 2   | 1   | 3   | -   |
| <b>CO4</b> | -   | 2   | -   | 3   | 2   | 2   |
| <b>CO5</b> | 1   | 1   | -   | -   | 3   | -   |

## Action Based Component

1. Mini Project
2. Research based Assignments

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |  |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   | X | X |   |  |
| 5 | IAT Exam                         | 20          | X                          | X |   |   |   |  |
| 6 | CBT                              | 10          | X                          | X | X | X |   |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbook:

1.Strategic Management, H.R Appannaiah, PN Reddy, H.R Ramanath, Himalaya Publishers, Second Edition, 2017.

#### Reference books

- 1.Strategic Management: The Indian Context, Srinivasan, R, PHI Learning
- 2.Strategic Management: Theory & Cases: An Integrated Approach, Cengage
- 3.Strategic Management: An Integrated Approach: Theory & Cases, 12E, Charles W. L. Hill, Melissa A. Schilling, Gareth R. Jones, CENGAGE

### Readings & Case Analysis

- 1.Harvard Business Review

### Suggested Courses on Coursera

1. <https://www.coursera.org/learn/strategic-management>
2. <https://www.coursera.org/specializations/strategic-leadership>

**SEMESTER/YEAR** : V/III  
**COURSE CODE** :  
**TITLE OF THE COURSE:** International Finance  
**L: T: P: C** :

### Overview

International Finance is a comprehensive study of the financial interactions between countries and the global economy. The course explores the principles, theories, and practices that govern international financial markets, institutions, and transactions. Students will examine the complexities of exchange rate determination, international investment, risk management, and financial globalization. The course also delves into the implications of international finance for businesses, governments, and individuals in a rapidly changing global environment.

### Course Objectives

The objectives of the course are to enable the student to:

- Understand the fundamentals of international financial markets and institutions.
- Analyze exchange rate dynamics and their impact on international trade and investment.
- Evaluate the role of multinational corporations in global capital flows and financial integration and BOP.
- Explore strategies for managing foreign exchange risk and exposure in international business operations.
- Discuss emerging issues and debates in international finance, such as financial globalization and sustainable finance.

### Course Outcomes

- Understanding of International Financial Markets and Institutions
- Analysis of Exchange Rate Dynamics
- Evaluation of Foreign Investment Opportunities and BOP.
- Management of Foreign Exchange Risk.
- Awareness of Emerging Issues in International Finance.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Discussions</li> <li>• Case Studies</li> <li>• Group Projects</li> </ul>   |
| <b>Assessment Strategy</b>  | <p>Participants will be assessed on both conceptual understanding and business application of finance practices by way of:</p> <ul style="list-style-type: none"> <li>• Mini projects,</li> <li>• Submission of assignments</li> <li>• Group assignments</li> <li>• Written exam</li> </ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <p><b>Introduction to International Finance:</b><br/>Overview of international financial markets and institutions, Role of international finance in the global economy, Key concepts and theories in international finance, difference between domestic finance and International finance.</p> <p><b>International Monetary System:</b><br/>Historical development of the international monetary system, Overview of the Bretton Woods system, the gold standard, and other systems, Current international monetary arrangements: IMF, World Bank, and regional development banks.</p>                 | 10             |
| <b>Unit II</b>  | <p><b>Foreign Exchange Markets:</b><br/>Exchange rate determination: purchasing power parity, interest rate parity, and other theories, Spot and forward exchange markets, Exchange rate regimes: fixed vs. floating exchange rates, Currency derivatives: futures, forwards, options, and swaps.</p>  | 8              |
| <b>Unit III</b> | <p><b>Foreign Direct Investment (FDI) and Multinational Corporations (MNCs):</b><br/>Types and motives of FDI, Theories of international investment: internalization theory, eclectic paradigm, and others, MNCs' strategies for managing foreign operations and exchange rate exposure.</p> <p><b>Balance of Payments and International Parity Conditions:</b><br/>Components of the balance of payments: current account, capital account, and financial account, Relationship between the balance of payments and exchange rates, Purchasing power parity (PPP) and interest rate parity (IRP).</p> | 10             |
| <b>Unit IV</b>  | <p><b>Foreign Exchange Exposure:</b><br/>Introduction, Meaning, Managing exchange rate risk and exposure. Types of Exposure: Transaction Exposure, Translation Exposure and Economics (Or Operating) Exposure.</p>   | 6              |
| <b>Unit V</b>   | <p><b>Emerging Issues in International Finance:</b><br/>Financial globalization and its implications, Climate finance and sustainable development, Technological innovations in international finance (e.g., FinTech, block chain)</p>   | 6              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   | 3   | 2   | 1   | 2   |
| <b>CO2</b> | 1   | 2   | 3   | 1   | 2   | 2   |
| <b>CO3</b> | 1   | 3   | 2   | 1   | 2   | 2   |
| <b>CO4</b> | 2   | 3   | 2   | 1   | 2   | 3   |
| <b>CO5</b> | 1   | 1   | 3   | 2   | 3   | 1   |

## Action Based Component

- Evaluation of Countries Balance of Current Account, Balance of Capital Account and Official Reserve Account by preparing Balance of Payment.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X |   |   |   |  |
| 3 | Assignment 1                     | 10          |                            |   | X | X |   |  |
| 4 | Assignment 2                     | 10          | X                          | X |   |   |   |  |
| 5 | IAT Exam                         | 20          | X                          | X | X | X |   |  |
| 6 | CBT                              | 10          | X                          | X | X | X | X |  |
| 7 | Semester End Examination         | 40          |                            |   |   |   |   |  |

## Recommended Resources

### Text books:

1. International Financial Management by SHARAN, VYUPTAKESH, Sixth Edition, 2010.
2. International Financial Management by Janaki Raman, Indian Text Edition, 2005.
3. International Financial Management by Prakash Apte, 8<sup>th</sup> Edition, 2020.

### Reference books:

4. "International Financial Management" by Cheol S. Eun and Bruce G. Resnick, 7<sup>th</sup> Edition, 2014.
5. "Multinational Financial Management" by Alan C. Shapiro and Atulya Sarin, 6<sup>th</sup> Edition, 2008.

## Readings & Case Analysis

1. Harvard business review

## Suggested Courses on Coursera

1. <https://www.coursera.org/learn/financial-markets-global>
2. <https://www.coursera.org/learn/finance-markets>
3. <https://www.coursera.org/learn/trade-immigration-exchange-rates-globalized-world>

**SEMESTER/YEAR** : V/III  
**COURSE CODE** :  
**TITLE OF THE COURSE** : **INTERNATIONAL HRM**  
**L: T: P: C** : **4: 0: 0: 4**

### Overview

The objective of the course is to foster critical awareness of the various human resource operations within an international environment, as well as their roles and functions. An overview of how different forms of capitalism and globalization have shaped international human resource management methods in multinational corporations is given. In doing so, the course covers the literature on international human resource management as well as the strategic management of MNCs' human resources, including hiring, selecting, and compensating employees. The course will use case studies and chosen texts to explore the relatively young discipline of international human resource management from both an academic and professional standpoint. Students will be introduced to the many issues related to human resource management in the management of people in multinational corporations through case studies.

### Course Objectives

- To enable the students to describe the international HR Management the system at various levels in general and evolution in organizations.
- To help the students focus on and analyse the issues and strategies required to select and develop manpower resources in the international context.
- To develop relevant skills by training necessary for application in HR related issues in the international context.
- Discuss the Case situations in International HRM
- To Enable the students to integrate the understanding of various compensation techniques in International HR concepts along with the performance management systems & conflict resolution.

### Course Outcomes

The course should help future International HR Managers by developing competencies to:

- To describe the concept of human resource management and to identify its relevance & evolution in organizations.
- Classify the human resource planning activities by transferring the real time work place.
- To analyse and devise training strategies required to select and develop manpower resources & design the concept of performance appraisal.
- Understand contemporary developments in the area of International hrm
- To develop and integrate the labour relations knowledge in the associations associated & the global approach of HR.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• Lectures</li><li>• Readings</li><li>• Active student participation and class room exercises</li><li>• Case Analysis collaboratively with students' involvement</li></ul> |
|-----------------------------|--|

|                            |  |
|----------------------------|--|
| <b>Assessment Strategy</b> | <p>Students will be assessed on both conceptual understanding and business application of HR practices by way of:</p> <ul style="list-style-type: none"> <li>• Mini projects,</li> <li>• Submission of assignments</li> <li>• Group assignments</li> <li>• Written Exam</li> </ul> |
|----------------------------|--|

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <p><b>Introduction to IHRM</b><br/>           IHRM Introduction to IHRM Definition, The drivers of internationalization of business. The different setting of International Human Resource Management. Development of IHRM. Difference between IHRM and Domestic HRM. Models of IHRM-Matching model, Harvard Model, Contextual Model, 5P Model European Model. SHRM: Evolution of MNE's, Business strategies, IHRM Strategies, SIHRM. Barriers in effective global HRM.</p>  | 8              |
| <b>Unit II</b>  | <p><b>Strategies for International Growth</b><br/>           Strategies for International Growth: Exploiting global integration-The logic of global integration, differentiation, Mastering expatriation, beyond the traditional expatriate model, the limits of global integration. Becoming locally responsive: The roots of responsiveness, understanding diversity, responding to diversity, the challenges of localization.</p>   | 8              |
| <b>Unit III</b> | <p><b>International Workforce planning and staffing</b><br/>           International Workforce planning and staffing: International labour market International Recruitment function; head-hunters, cross-national advertising, e-recruitment; International staffing choice, different approaches to multinational staffing decisions, Types of international assignments, Selection criteria and techniques, use of selection tests, interviews for international selection, international staffing issues, Successful expatriation, role of an expatriate, female expatriation, repatriation, re-entry and career issues.</p> | 8              |
| <b>Unit IV</b>  | <p><b>Developing Global Mindset: Global Leadership</b><br/>           Developing Global Mindset: Global Leadership, Cross cultural context and international assignees, Current scenario in international training and development, training &amp; development of international staff, types of expatriate training, sensitivity training, Career Development, repatriate training, developing international staff and multinational teams, knowledge transfer in multinational companies.</p>   | 8              |
| <b>Unit V</b>   | <p><b>International Compensation and International Employment Laws and HRIS</b><br/>           International Compensation and International Employment Laws and HRIS: International compensation and</p>   | 8              |

|  |  |  |
|--|--|--|
|  | international assignees, Forms of compensation, key components of international compensation, Approaches to international compensation, compensation practices across the countries, emerging issues in compensation management. Establishment of labour standards by International Institutions, The global legal and regulatory context of MNE, The International framework of Ethics and Labour standards, Key issues in International Industrial Relations, Trade Unions and MNE's, Response of Trade Unions to MNE's, Non-Union worker representation. HRIS: Meaning, Role of IT in HR, Designing of HRIS, Applications of HRIS in Employee Management, Limitation of HRIS. |  |
|--|--|--|

### CO-PO Mapping

|     | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|-----|-----|-----|-----|-----|-----|-----|
| CO1 | 3   | 1   | 2   | 2   | 2   | 1   |
| CO2 | 1   | 3   | 1   | 2   | 2   | 1   |
| CO3 | 1   | 3   | 2   | 2   | 1   | 1   |
| CO4 | 3   | 1   | 1   | 3   | 2   | 1   |
| CO5 | 2   | 1   | 2   | 3   | 1   | 3   |

### Action Based Component

- Mini projects on company's International HRM operations
- Preparation of Role play and Group discussion on IHRM issues

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length(exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|---|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |   |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |   |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |   |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |   |
| 4 | Assignment 2                     | 10          |                            |   | X | X |   |   |
| 5 | IAT Exam                         | 20          | X                          | X |   |   |   |   |
| 6 | CBT                              | 10          | X                          | X | X | X |   |   |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |   |

### Recommended Resources

**Textbook:**

1. International Human Resource Management - Peter J. Dowling, Denice E. Welch, Cengage Learning. International, 6<sup>th</sup> Edition, 2012.
2. Human Resource Management – Monir H. Tayeb, Oxford University Press, 1<sup>st</sup> Edition, 2004.

### **Reference books**

1. International Human Resource Management – Text and Cases P. L. Rao, Excel Books, 1<sup>st</sup> Edition, 2004
2. Strategic International Human Resource Management: Choices and Consequences in Multinational People Management - Stephen J. Perkins, Susan M. Shortland – Kogan Page Publishers, 1<sup>st</sup> Edition, 2012.
3. International Human Resource Management: Policies and Practices by Dennis Briscoe, Randall Schuler, Ibraiz Tarique, Taylor & Francis, 4<sup>th</sup> Edition, 2012.

### **Readings & Case Analysis**

- Case Studies for Harvard Business Publishing Review (HBPR)

### **Suggested Courses on Coursera**

- <https://www.coursera.org/learn/intercultural>
- <https://www.coursera.org/learn/towards-agenda-2030>

**SEMESTER/YEAR : V/III**

**COURSE CODE :**

**TITLE OF THE COURSE : PREDICTIVE ANALYTICS USING- R**

**L: T: P: C : 3:0:1:4**

### Overview

This course offers a comprehensive introduction to R programming for data analysis and statistical modelling. Students will learn to download and set up R and R-Studio, familiarize themselves with data types and structures, and perform data preparation tasks like merging and sorting. The curriculum covers essential R libraries, basic graphing techniques, and advanced topics like lists and data frames. Students will master reading data from various sources and conducting exploratory data analysis. The course also includes inferential statistics, hypothesis testing, and prediction modelling, equipping students with the skills to utilize R for robust data analysis and modelling.

### Course Objectives

**The objectives of the course are to enable the student to:**

- Understand R programming fundamentals, including setup and installation of R and R-Studio.
- Gain proficiency in handling various data types and structures and performing data preparation tasks in R.
- Learn to install and use R libraries for enhanced data manipulation and analysis.
- Develop skills in data visualization using basic R graphing techniques and charts.
- Master exploratory data analysis and prediction modelling techniques, including inferential statistics and regression models.

### Course Outcome

- Recall the process for setting up R and R-Studio, including downloading and installing the software.
- Explain the different data types and structures in R and how to perform data preparation tasks such as merging and sorting datasets.
- Utilize R libraries to extend R's functionality for data manipulation and analysis tasks.
- Differentiate between various R graphing techniques and choose appropriate charts for effective data visualization.
- Assess the effectiveness of exploratory data analysis techniques and prediction models, including regression models, in uncovering insights and making predictions from data.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• Lectures</li><li>• Problem Solving</li><li>• Active student participation and use of the software</li><li>• Real time Case Study Analysis.</li></ul>   |
| <b>Assessment Strategy</b>  | Participants will be assessed on the understanding and problem-solving ability: <ul style="list-style-type: none"><li>• Regular problem-solving activity</li><li>• Submission of assignments</li><li>• Effective utilization of the software through various real-time cases.</li><li>• Written Exam</li></ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>INTRODUCTION TO R AND INSTALLING R</b><br>Downloading R software, step by step installation process, R-Environment, R-Studio, installation process of R-Studio, R-studio environment. Data types and Structures, Data coercion, Data preparation: Merging, Sorting, Splitting, Aggregating, Introduction to R Libraries – How to install and invoke, Introduction to R Graph – Basic R charts – Different types of charts. | <b>6</b>       |
| <b>Unit II</b>  | <b>LISTS AND DATA FRAMES</b><br>Lists, and modifying lists , Concatenating list , Data frames, Making data frames , () and detach(), Working with data frames, arbitrary lists, Managing the search path  | <b>6</b>       |
| <b>Unit III</b> | <b>READING DATA FROM FILES</b><br>The read.table() function, The scan() function, Accessing builtin datasets, Loading data from other R packages, importing data from CSV and Excel files, Editing data.  | <b>4</b>       |
| <b>Unit IV</b>  | <b>DESCRIPTIVE &amp; INFERNIAL ANALYTICS USING R</b><br>Exploratory Data Analysis using summary/descriptive table and various charts to find the insights, slicing and dicing of the data. Inferential Statistics: T-Test, ANOVA, Chi-Square.   | <b>10</b>      |
| <b>Unit V</b>   | <b>PREDICTION AND CLASSIFICATION MODELLING USING R</b><br>Introduction to Prediction and Classification modelling, data splitting for training and testing purpose, Prediction modelling: Predicting the sales using Moving Average Model and Regression Model(Simple and Multiple Regression model).   | <b>14</b>      |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 1   | 2   | -   | 3   | -   | -   |
| <b>CO2</b> | -   | -   | 1   | 2   | 3   | 4   |
| <b>CO3</b> | 2   | 3   | 5   | 4   | -   | -   |
| <b>CO4</b> | 3   | -   | 4   | -   | 2   | -   |
| <b>CO5</b> | -   | 1   | -   | 2   | -   | 4   |

## Action Based Component

- Conduct exploratory data analysis (EDA) using summary tables and various charts.
- Implement prediction models such as the Moving Average Model to forecast trends.
- Apply simple and multiple regression models to predict outcomes like sales.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Assignment 1                     | 10          |                            | X | X |   |   |  |
| 3 | Assignment 2                     | 10          |                            |   |   | X | X |  |
| 4 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 5 | CBT                              | 15          | X                          | X | X | X |   |  |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## Recommended Resources

### Textbook:

- R for Data Science, Hadley Wickham, 1st edition, 2017, O'Reilly publication.
- The Book of R, Tilman M. Davies, 1st edition, 2016, No Starch Press
- R For Dummies, Andrie de Vries, 2nd edition, 2016, John Wiley & Sons
- Discovering Statistics Using R, Andy Field, 1st edition, 2012, SAGE Publications Lt
- The Art of R Programming, Norman Matloff, 1st edition, 2011, No Starch Press

## Suggested Online (MOOC) courses.

- R Programming A-Z™: R For Data Science with Real Exercises! - [www.udemy.com](http://www.udemy.com)
- R Programming - <https://www.coursera.org/>
- Statistics and R - [www.edx.org](http://www.edx.org)

**SEMESTER/YEAR : V/III**

**COURSE CODE :**

**TITLE OF THE COURSE: International Institution and Trade Implications**

**L: T: P: C : 4:0:0:4**

### **Overview**

The course provides students with a comprehensive understanding of the theories, institutions, principles, agreements, and current issues in international trade. Students will learn the complexities of global trade dynamics and the role of international institutions in shaping trade policies and practices.

### **Course Objectives**

1. To introduce students to the concept and importance on international institutions and trade .
2. To provide an overview of the history and objectives of WTO.
3. To familiarize the functions and roles of the IMF and the world bank group.
4. To analyse the impacts of international agreements on member countries.
5. To explore the relationship between trade development and sustainability.

### **Course Outcomes**

1. To be able to understand the importance and objectives of international institutions and trade.
2. To be able to analyse the role of WTO.
3. To be able to assess the implementation of IMF & world bank group projects on member countries.
4. To be able to critical examine the relationship between trade development and sustainability.
5. To be able to evaluate the role of sustainable development.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | This course adopts a blended learning approach, combining lectures, case discussions, group activities, and multimedia resources to engage students in active learning. |
| <b>Assessment Strategy</b>  | Assessment will be based on class participation, attendance, assignments, IAT, computer-based tests (CBT), and a semester-end examination.                              |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Introduction to International institutions &amp; Trade</b><br>Definition and Scope of International Trade, Importance of International Trade in the Global Economy, Theories of International Trade - Comparative Advantage Theory - Factor Proportions Theory - Country Similarity Theory.   | 8              |
| <b>Unit II</b>  | <b>World Trade Organization (WTO)</b><br>World Trade Organization (WTO), International Monetary Fund (IMF), World Bank, Regional Trade Agreements (RTAs), European Union (EU), North American Free Trade Agreement (NAFTA), Association of Southeast Asian Nations (ASEAN).  | 8              |
| <b>Unit III</b> | <b>International Monetary Fund (IMF) and World Bank Group</b><br><b>Role and Functions of IMF</b><br>Surveillance, Financial Assistance, Capacity Building - IMF Conditionality and Structural Adjustment Programs - Critiques and Reforms of IMF - Role of World Bank Group in Development Financing - World Bank Group Projects and Initiatives. | 8              |
| <b>Unit IV</b>  | <b>International Trade Agreements</b><br>Bretton Woods Agreement - European Union (EU) – Association of Southeast Asian Nations (ASEAN) - North American Free Trade Agreement (NAFTA) - Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP).   | 8              |
| <b>Unit V</b>   | <b>Trade, Development, and Sustainability</b><br>Trade and Sustainable Development Goals (SDGs) - Environmental and Social Impacts of Trade - Trade, Labor Standards, and Human Rights - Future Trends in International Trade: Digital Trade, E-commerce, Green Finance.   | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 2   | 3   | -   | -   | -   | -   |
| <b>CO2</b> | -   | -   | 2   | -   | 3   | -   |
| <b>CO3</b> | -   | 2   | -   | 3   |     | -   |
| <b>CO4</b> | -   | -   | -   | -   | 2   | -   |
| <b>CO5</b> | -   | 2   | -   | 3   | -   | 1   |

## Action Based Component

**Trade Policy Simulation:** Students should engage in a trade policy simulation, representing various countries and negotiating trade agreements and tariffs. This hands-on exercise offers

practical insight into the complexities of international trade negotiations.

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 3 | Assignment 2                     | 10          |                            |   | X | X |   |  |
| 4 | IAT Exam                         | 20          | X                          | X |   |   |   |  |
| 5 | CBT                              | 15          | X                          | X | X | X |   |  |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbook:

1. "International Economics" by Paul Krugman and Maurice Obstfeld, 11<sup>th</sup> edition, 2018.

#### Reference books

1. Globalization and its Discontents by Joseph E Stiglitz, 1<sup>st</sup> edition, 2002.
2. The World is Flat: A Brief History of the Twenty First Century by Thomas L Friedman updated & expanded, 3<sup>rd</sup> Edition, 2007.

### Readings & Case Analysis

#### Readings:

1. "India's Trade Policy Reforms: The Perspective of Developing Countries" by Biswajit Dhar, in Journal of International Economics.
2. "Role of Regional Trade Agreements in India's Foreign Trade" by Charan Singh, in International Journal of Trade and Global Markets.

#### Case Analysis:

1. "Impact of India-China Trade Relations on Indian Economy"
2. "Implementation of Goods and Services Tax (GST) in India: Implications for Foreign Trade"

### Suggested Courses on Coursera

1. "International Business Environment and Global Strategy" by University of London.
2. "International Leadership and Organizational Behavior" by Copenhagen Business School.

**SEMESTER/YEAR** :  
**COURSE CODE** :  
**TITLE OF THE COURSE** : Rural and Agricultural Banking  
**L: T: P: C** : 4:0:0:4

**Overview**

Rural and agricultural banking is a specialized area of banking that focuses on providing financial services to rural and agricultural clients. This course introduces students to the unique characteristics of rural and agricultural finance, the challenges faced by rural borrowers, and the role of banks in supporting rural and agricultural development.

**Course Objectives**

1. To understand the importance of rural and agricultural banking in the overall development of the economy.
2. To develop an understanding of the various products and services offered by banks for rural and agricultural clients.
3. To analyze the role of government policies and schemes in promoting rural and agricultural finance.
4. To understand the concept of financial inclusion and its significance for rural and agricultural communities.
5. To explore the role of technology and innovation in improving banking services for rural communities.

**Course Outcomes**

1. Ability to explain the role and importance of rural and agricultural banking in the economy.
2. Familiarity with the various financial products and services tailored for rural and agricultural clients.
3. Understanding of the regulatory framework and government schemes supporting rural and agricultural finance.
4. Proficiency in analyzing the impact of financial inclusion initiatives on rural development and empowerment.
5. Ability to evaluate the impact of digital solutions and innovations on rural banking accessibility and efficiency.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>● Lectures</li> <li>● Readings</li> <li>● Active student participation and class room exercises</li> <li>● Case Analysis collaboratively with students' involvement</li> </ul> |
| <b>Assessment Strategy</b>  | <p>Participants in this course will be assessed through</p> <ul style="list-style-type: none"> <li>● Class Participation</li> <li>● Attendance</li> <li>● Assignment</li> <li>● Semester End Examination</li> </ul>   |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Introduction to Rural and Agricultural Banking</b><br>Overview of rural and agricultural finance, Importance of rural and agricultural banking in economic development, Financial needs and characteristics of rural borrowers, Challenges faced by rural banks and strategies for overcoming them.                                   | 8              |
| <b>Unit II</b>  | <b>Products and Services in Rural and Agricultural Banking</b><br>Types of loans and advances for rural and agricultural clients, Savings and deposit products tailored for rural customers, Insurance and risk management products, Agricultural credit and crop insurance schemes.   | 8              |
| <b>Unit III</b> | <b>Government Policies and Schemes</b><br>Government's role in rural and agricultural finance, Key government schemes for rural development and agriculture, Regulatory framework for rural and agricultural banking, Pradhan Mantri Fasal Bima Yojana (PMFBY), Role of National Bank for Agriculture and Rural Development (NABARD).    | 8              |
| <b>Unit IV</b>  | <b>Financial Inclusion and Empowerment</b><br>Financial inclusion initiatives for rural and agricultural communities, Empowerment through access to finance and banking services, Impact of financial inclusion on rural development, Self-help groups and their role in rural banking.  | 8              |
| <b>Unit V</b>   | <b>Technology and Innovation in Rural Banking</b><br>Role of technology in enhancing rural banking services, Innovations in agricultural finance, Digital solutions for improving access to banking in rural areas, Mobile banking and its impact on rural communities, Challenges and opportunities of digitalization in rural banking. | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 2   | -   | -   | -   | -   | -   |
| <b>CO2</b> | 1   | 2   | -   | -   | 2   | -   |
| <b>CO3</b> | 2   | 2   | 2   | 1   | 1   | -   |
| <b>CO4</b> | 1   | 1   | 1   |     | 2   | -   |
| <b>CO5</b> | 2   | 2   | 1   | 2   | 2   | -   |

## Action Based Component

- **Field Visit:** Students should visit a rural bank or agricultural finance institution to observe their operations and interact with bank officials.
- **Case Study Analysis:** Students should analyze case studies related to rural and

agricultural banking and present their findings.

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |  |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   |   | X | X |  |
| 5 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 6 | CBT                              | 10          |                            |   | X | X | X |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbook:

- Social Banking Promise, Performance and Potential by Deepali Pant Joshi, Cambridge University Press <https://doi.org/10.1017/UPO9788175968271.006>

#### Reference Books:

- Agricultural Finance: From Crops to Land, Water and Infrastructure by H. B. Dave
- Rural Development: Principles, Policies and Management by S. K. Misra and V. K. Puri

### Readings & Case Analysis

#### Readings:

1. "Rural and Agricultural Finance: A Global Perspective" by Carlos A. da Silva and Maria Teresa Hernandez
2. "Agricultural Finance: From Crops to Land, Water and Infrastructure" by H. B. Dave

#### Case Study:

1. "Grameen Bank: Banking for the Poor"

### Suggested Courses on Coursera

1. Agricultural Economics and Agribusiness" by University of Illinois at Urbana-Champaign
2. "Financial Markets" by Yale University

**SEMESTER/YEAR** : V/III  
**COURSE CODE** :  
**TITLE OF THE COURSE** : **Supply Chain Risk Management**  
**L: T: P: C** : **4: 0: 0: 4**

### Overview

Understanding the vulnerabilities within supply chains is paramount in today's globalized and interconnected world. With the rise of globalization, consolidation, and the adoption of just-in-time inventory practices, supply chains have become more complex and interconnected than ever before. This complexity introduces various risks such as disruptions in transportation, geopolitical issues, natural disasters, and even cybersecurity threats.

### Course Objectives

The nature of supply chains evolves with increasing globalization, consolidation and just in time inventories; the amount of risk continues to increase. This course enables the students to get an insight on valuable perspectives on supply chain vulnerabilities. With emphasis on data, models and modeling systems the students can analyze supply chain planning problems

### Course Outcomes

- To understand the risk decision in Procurement and Supply Chain Management
- To quantify and compare the Risks.
- To Identify and Analyze Business Models, and, corresponding Competitive Advantage.
- To analyses the Business Strategies in supply chain and cost associated
- To Formulate and implement Warehouse Best Practices and Strategies.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Readings</li> <li>• Active student participation and class room exercises</li> </ul>   |
| <b>Assessment Strategy</b>  | <p>Participants will be assessed on both conceptual understanding and business application of econometrics models by way of:</p> <ul style="list-style-type: none"> <li>• Mini projects,</li> <li>• Submission of assignments</li> <li>• Group assignments</li> <li>• Written Exam</li> </ul> |

### Syllabus

| Units         | Syllabus Details  | Teaching Hours |
|---------------|---|----------------|
| <b>Unit I</b> | <p><b>Risk Management and Supply Chain Risk</b></p> <p>Risk and Management, Growth of risk management, Risk in supply chains, Feature of risk, Decisions and risk, structure of decision, Decision with certainty &amp; uncertainty, Decision with risk, Decision with ignorance, Managing Risk, Development of risk management, Supply chain risk management, Aims of SCRM, Steps in Risk Management, Principles of SCRM</p> | 6              |



|   |                                    |    |   |   |   |   |   |  |
|---|------------------------------------|----|---|---|---|---|---|--|
| 1 | Class Participation and Attendance | 5  | X | X | X | X | X |  |
| 2 | Assignment 1                       | 10 | X | X |   |   |   |  |
| 3 | Assignment 2                       | 10 |   |   | X | X |   |  |
| 4 | IAT Exam                           | 20 | X | X | X |   |   |  |
| 5 | CBT                                | 15 | X | X | X |   |   |  |
| 6 | Semester End Examination           | 40 | X | X | X | X | X |  |

### Recommended Resources

#### Textbook

1. Donald Waters (2011), Supply Chain Risk Management – Vulnerability and resilience in logistics, Kogan Page, Latest Edition

#### Reference books

1. Gregory L. Schlegel and Robert J. (2014) Trent, Supply Chain Risk Management – An Emerging Discipline, CRC Press, Latest Edition

**SEMESTER/YEAR** : V / III  
**COURSE CODE** :  
**TITLE OF THE COURSE** : **PROFESSIONAL ETIQUETTE & COMMUNICATION**  
**L: T: P: C** : **3: 1: 0: 4**

### Overview

The course aims at introducing and acclimatizing with the concepts related to professional etiquette and professional communication and its applications in the contemporary context.

### Course Objectives

**The objectives of the course are to enable the student to:**

1. Comprehend the concepts related to professional communication and etiquette.
2. Discuss the communication etiquettes
3. Comprehend the various aspects of communication.
4. Comprehend the skills required for Inter personal communication.
5. Discuss the relation between organizational behavior and professionalism.

### Course Outcomes

**The course should help future Managers by developing competencies to:**

1. State the fundamentals of professional communication.
2. Describe the etiquettes of communication.
3. Articulate the skills required for effective communication.
4. Describe the interpersonal skills required for effective communication.
5. Connect the linter linking. between organizational behavior and professionalism.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>● Lectures</li><li>● Readings</li><li>● Active student participation and class room exercises</li><li>● Case Analysis collaboratively with students' involvement</li></ul>  |
| <b>Assessment Strategy</b>  | Participants will be assessed on understanding the professional & business etiquettes practices. <ul style="list-style-type: none"><li>● Mini projects</li><li>● Submission of assignments</li><li>● Group assignments</li><li>● Written Exam</li></ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction</b><br>Communication: process of communication; Professional etiquette; significance, need and importance; etiquette for physical interaction: Appearance; gestures; facial expression; eye contact and postures.                     | 4              |
| <b>Unit II</b>  | <b>Communication etiquette</b><br>Importance of email etiquette; proper Grammar, spelling, punctuation, formatting, body of email; telephone etiquette; placing telephone calls; tactful responses  | 4              |
| <b>Unit III</b> | <b>Communication Skills</b><br>Introduction; Process; barriers to effective communication; strategies to overcome barriers; language as a tool of communication; meeting etiquette; managing; minute taking; duties of chairperson and secretary;     | 4              |
| <b>Unit IV</b>  | <b>Inter personal Skills</b><br>Listening Skills: listening vs Hearing, active listening, passive listening, how to be a good listener; Speaking Skills: transcription, intonation, emphasis, pauses, informal communication and formal communication | 4              |
| <b>Unit V</b>   | <b>OB and Professionalism</b><br>Concept of team; concept of leadership and refining leadership skills, Personality traits: meaning; definition; determinants   | 4              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 2   | -   | 3   | 2   | 2   | -   |
| <b>CO2</b> | 2   | -   | 3   | 1   | 1   | 1   |
| <b>CO3</b> | 2   | -   | 3   | 1   | 2   | 2   |
| <b>CO4</b> | 2   | -   | 3   | 2   | 2   | 1   |
| <b>CO5</b> | 2   | 2   | 3   | 2   | 2   | 2   |

## Action Based Component

- Mini projects on conflict resolution.
- Preparation of meeting minutes.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 3 | Assignment 2                     | 10          |                            |   |   | X | X |  |
| 4 | IAT Exam                         | 20          | X                          | X |   |   |   |  |
| 5 | CBT                              | 15          | X                          | X | X | X |   |  |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbooks:

1. Rizvi, Ashraf, M. Effective Technical Communication. New Delhi: Tata McGraw Hill.
2. Barbara Pachter, Marjorie Brody. Complete Business Etiquette Handbook. Prentice Hall, 2015

#### Reference books

1. Mahanand, Anand. English for Academic and Professional Skills. Delhi: McGraw, 2013. Print.
2. Raghu Palat, Indian Business Etiquette, Jaico Books, 2015.
3. Nancy Mitchell. Etiquette Rules: A Field Guide to Modern Manners. Wellfleet Press, 2015.

### Readings & Case Analysis

1. Harvard Business Review

### Suggested Courses on Coursera

1. <https://www.coursera.org/learn/wharton-communication-skills>
2. <https://www.coursera.org/specializations/business-english>
3. <https://www.coursera.org/learn/negotiation-skills>
4. <https://www.coursera.org/learn/interpersonal-skills>

**SEMESTER/YEAR** : V/III  
**COURSE CODE** :  
**TITLE OF THE COURSE** : Accounting Software  
**L: T: P: C** : 1:0:2:3

### Overview

This course introduces students to computerized accounting systems, covering components, advantages, and disadvantages. Students gain hands-on experience with accounting software like Tally, learning to record transactions, generate reports, and maintain ledger hierarchy efficiently. By course end, students acquire practical skills essential for modern accounting roles, facilitating their transition into the workforce.

### Course Objectives

1. To introduce students to the fundamental concepts and features of computerized accounting.
2. To familiarize students with various accounting software packages and their significance in modern business environments.
3. To develop students' skills in using accounting software to record transactions, generate reports, and analyze financial data.
4. To enable students to understand the importance of maintaining accurate ledger hierarchy and codification in accounting systems.
5. To provide students with practical experience in using Tally accounting software for real-world accounting tasks.

### Course Outcomes

1. Students will gain a solid understanding of the core principles and features of computerized accounting, allowing them to appreciate its advantages over manual methods.
2. Students will be able to evaluate different accounting software packages and select the most suitable one for specific business needs.
3. Students will develop proficiency in using accounting software to accurately record transactions, generate financial reports, and analyze financial performance.
4. Students will demonstrate the ability to maintain ledger hierarchy and apply codification techniques effectively, ensuring the integrity of financial data.
5. Students will acquire practical skills in using Tally accounting software to perform accounting tasks such as recording transactions, maintaining payroll and inventory records, and generating financial statements, thereby preparing them for real-world accounting roles.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>● Lectures</li> <li>● Readings</li> <li>● Active student participation and class room exercises</li> <li>● Case Analysis collaboratively with students' involvement</li> </ul> |
| <b>Assessment Strategy</b>  | <p>Participants in the course will be assessed through</p> <ul style="list-style-type: none"> <li>● Class Participation</li> <li>● Attendance</li> <li>● Assignment</li> <li>● Semester End Examination</li> </ul>    |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction to Computerized Accounting:</b> Concept and features of computerized accounting Components of a computerized accounting system (hardware, software, people, procedures, data, connectivity) Advantages and disadvantages of computerized accounting Comparison between manual and computerized accounting   | 8              |
| <b>Unit II</b>  | <b>Accounting software packages.</b> – salient features and significance, concept of grouping of accounts. Codification of accounts, maintaining the hierarchy of ledger, generating accounting reports.  | 4              |
| <b>Unit III</b> | <b>Accounting Vouchers and Hierarchy:</b> Types of accounting vouchers (sales, purchase, payment, receipt, contra, journal, credit note, debit note) Creating, editing and deleting voucher types Creating, editing and deleting vouchers Maintaining the hierarchy of ledgers and codification   | 6              |
| <b>Unit IV</b>  | <b>Tally Accounting Software:</b> Starting Tally and navigating the Tally menus, Creating, altering and deleting companies in Tally, Creating, altering and deleting groups in Tally, Preparing and displaying the trial balance in Tally, Creating, altering and deleting ledger accounts in Tally, Maintaining the hierarchy of ledgers, Generating financial reports in Tally (balance sheet, profit & loss, ratio analysis, cash flow, fund flow) | 6              |
| <b>Unit V</b>   | <b>Practical Applications and Reporting:</b> Recording business transactions in Tally, maintaining payroll and inventory records, generating accounting reports and financial statements (balance sheet, profit & loss, ratio analysis, cash flow, fund flow), Implementing internal controls and security measures, Case studies and practical exercises using Tally   | 6              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | -   | 2   | -   | -   | -   |
| <b>CO2</b> | 3   | 3   | -   | -   | -   | -   |
| <b>CO3</b> | -   | -   | -   | 2   | -   | -   |
| <b>CO4</b> | 2   | -   | -   | 3   | -   | -   |
| <b>CO5</b> | -   | 3   | -   | -   | -   | -   |

## Action Based Component

Students have to generate financial reports such as balance sheet, profit & loss statement, cash flow

statement, and fund flow statement using Tally ERP 9. They have to analyze the reports to assess the financial health and performance of the simulated company.

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   | X | X |   |  |
| 5 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 6 | CBT                              | 15          |                            |   | X | X | X |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbooks:

1. Krishnan, N., Windows and MS office 2000 with database concepts, Scitech publications
2. Dr. S.V.Srinivasa Vallabhan, Computer Application in business - Sultan chand and sons.
3. Computer Application in Accounting software – by P.Kasivairavan – Friends publication.
4. List of Practical: Pay roll preparation in MS. Excel, IncomeTax preparation in MS. Excel, Accounting package: Tally.
5. Computer Applications in Business – Mohankumar K & Rajkumar S – Vijay Nicole Imprints (P) Ltd

#### Reference books

1. "Accounting for Non-Accountants" by Wayne Label
2. "Principles of Accounting" by Belverd E. Needles and Marian Powers

### Readings & Case Analysis

#### Readings:

1. "Internal Controls: What They Are and Why You Need Them" by Bench

#### Case Study:

2. Optimizing Inventory Management with Tally ERP 9: A Case Study of DEF Electronics

### Suggested Courses on Coursera

1. "Introduction to Financial Accounting" by University of Pennsylvania
2. "Financial Accounting Fundamentals" by University of Illinois at Urbana-Champaign

**SEMESTER/YEAR** : V/III  
**COURSE CODE** :  
**TITLE OF THE COURSE** : Contemporary Legal aspects of Business  
**L: T: P: C** : 1: 0: 0: 1

### Overview

The course deals with four core components namely business laws, industrial laws, corporate laws and ethics. Accordingly, it covers various commercial laws that govern business transactions and settlement procedures in entities and internal management in partnership organisations. It provides a wholistic view of various industrial laws having significant impact on business operations and decisions on employee compensation and work environment. The course also offers a detailed understanding of legislation governing formation of a company, role of directors, operation and financial control as well as shareholders' rights. Finally, it introduces the concept of ethics and emotional intelligence and explains how they can complement laws in ensuring legitimate as well as responsible business dealings.

### Course Objectives

The objectives of the course are to enable the student to:

- Understand the legal framework and its implications for businesses, individuals, and society
- Connect the legal principles and regulations shape business activities
- Analyze the essential elements of contract law
- Examine the regulatory framework governing IT practices and the ethical considerations necessary for responsible digital media usage
- Evaluate the regulatory framework governing digital content platforms and the responsibilities of intermediaries

### Course Outcomes

At the end of this course, students are able to:

- Articulate the legal framework and its implications for businesses, individuals, and society
- Connect how legal principles and regulations shape business activities
- Describe the essential elements of contract law
- Relate the regulatory framework governing IT practices and the ethical considerations necessary for responsible digital media usage
- Summarize the regulatory framework governing digital content platforms and the responsibilities of intermediaries

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Readings</li> <li>• Active student participation and classroom exercises</li> <li>• Case Analysis collaboratively with student's involvement</li> </ul>  |
| <b>Assessment Strategy</b>  | <p>Participants will be assessed on both conceptual understanding and application of legal aspects of business by way of:</p> <ul style="list-style-type: none"> <li>• Mini projects</li> <li>• Submission of assignments</li> <li>• Group assignments</li> <li>• Written Exam</li> </ul> |

### Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction to Business Law</b><br>Introduction to the Legal environment of India.                              | 1              |
| <b>Unit II</b>  | <b>Business Environment</b><br>Source of business Law, Legal environment of business in India                       | 2              |
| <b>Unit III</b> | <b>Contract Law</b><br>Definition, types of Contracts, Valid and Void contract, offer, acceptance, consideration    | 3              |
| <b>Unit IV</b>  | <b>Information Technology Act, 2000</b><br>Information technology intermediate guidelines and digital media ethics. | 3              |
| <b>Unit V</b>   | <b>Cyber Security Law</b><br>OTT regulations. Intermediary guidelines 2021  | 1              |

### CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   | 3   | 1   | -   | 1   |
| <b>CO2</b> | 2   | 1   | 1   | 1   | 1   | -   |
| <b>CO3</b> | 2   | 2   | 1   | -   | 1   | 2   |
| <b>CO4</b> | 1   | -   | -   | 1   | 1   | -   |
| <b>CO5</b> | 2   | -   | 1   | -   | -   | 1   |

### Action Based Component

- Mini projects on contract law.
- Group presentation on “OTT Platforms – Curse or Bless”.

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length(exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|---|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |   |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |   |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |   |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |   |
| 4 | Assignment 2                     | 10          |                            |   |   | X | X |   |
| 5 | IAT Exam                         | 20          | X                          | X |   |   |   |   |
| 6 | CBT                              | 10          | X                          | X | X | X |   |   |
| 7 | Semester End Examination         | 40          |                            |   |   |   |   |   |

## Recommended Resources

### Textbook:

1. M C Kuchhal & Vivek Kuchhal, Business Law, 8<sup>th</sup> edition, 2023, S Chand Publishing.
2. N D Kapoor (1998) Mercantile Law, 38<sup>th</sup> edition, 2020, Sultan Chand & Sons publishers.

### Reference books

1. P C Tulsian (1987) Business Law, Tata McGraw Hill publisher.
2. Navdeep Chawla, Business Law, 1st edition, 2021, Notion Press, Chennai.
3. A James Barnes, Terry M Dworkin & Eric Richards, (2001) Law for Business, McGraw Hill publications

## Readings & Case Analysis

1. Boss, I Think Someone Stole Our Customer Data (Commentary for HBR Case Study)

## Suggested Courses on Coursera

<https://www.coursera.org/learn/system-administration-it-infrastructure-services>

<https://www.coursera.org/learn/electronics>

**SEMESTER/YEAR : V/III**

**COURSE CODE :**

**TITLE OF THE COURSE : PERSONAL FINANCIAL PLANNING**

**L: T: P: C. : 1:0:0:1**

### Overview

This course provides an introduction to the fundamentals of personal financial planning. It covers various aspects of managing personal finances, including budgeting, savings, investments, insurance, taxes, retirement planning, and estate planning. Students will learn how to set financial goals, develop effective financial plans, and make informed decisions to achieve their financial objectives.

### Course Objectives

The objectives of the course are to enable the student to:

1. To understand the importance of personal financial planning in achieving financial security and goals.
2. To develop skills in budgeting, saving, and managing personal expenses effectively.
3. To learn about different types of investments and their role in building wealth over time.
4. To gain knowledge of various insurance products and their significance in risk management.
5. To comprehend the basics of taxation and its implications on personal finances.

### Course Outcomes

At the end of this course, students are able to:

1. Understand the importance of personal financial planning and its role in achieving financial security and objectives.
2. Develop practical skills in budgeting, expense tracking, and debt management to effectively control personal finances.
3. Evaluate various savings and investment options to build wealth and achieve financial goals, considering risk and return.
4. Identify the role of insurance in managing financial risks and select appropriate insurance products to mitigate potential losses.
5. Apply tax planning strategies to minimize tax liabilities and optimize financial outcomes, considering relevant laws and regulations.

|                      |  |
|----------------------|--|
| Approach to Learning | <ul style="list-style-type: none"><li>● Lectures: Providing theoretical foundations and conceptual understanding of accounting principles, standards, and practices applicable to corporations.</li><li>● Case Studies: Analyzing real-world corporate financial scenarios to apply theoretical knowledge, develop problem-solving skills, and understand the complexities of accounting in practical contexts.</li><li>● Hands-on Exercises: Engaging in practical exercises, such as preparing financial statements, journal entries, and conducting financial analysis using accounting software or spreadsheets.</li><li>● Group Discussions: Facilitating discussions to exchange ideas, share experiences, and collaborate on solving accounting problems, enhancing critical thinking and communication skills.</li><li>● Assignments and Assessments</li></ul> |
|----------------------|--|



|   |                                  |    |   |   |   |   |   |  |
|---|----------------------------------|----|---|---|---|---|---|--|
| 1 | Class Participation / Attendance | 5  | X | X | X | X | X |  |
| 2 | Assignment 1                     | 10 | X | X |   |   |   |  |
| 3 | Assignment 2                     | 10 |   |   |   | X | X |  |
| 4 | I IAT                            | 20 | X | X |   |   |   |  |
| 5 | CBT                              | 15 | X | X | X | X |   |  |
| 6 | Semester End Examination         | 40 | X | X | X | X | X |  |

### Recommended Resources

#### Textbook

- Eric Tyson. (2020). "Personal Finance for Dummies."

#### Reference books

- Dave Ramsey. (2013). "The Total Money Makeover: A Proven Plan for Financial Fitness."
- Robert T. Kiyosaki. (2017). "Rich Dad Poor Dad: What the Rich Teach Their Kids About Money That the Poor and Middle Class Do Not

#### Readings & Case Analysis

#### Suggested Courses on Coursera

1. <https://www.coursera.org/learn/operations-strategy>

**SEMESTER/YEAR : VTH SEM / III YEAR**  
**COURSE CODE :**  
**TITLE OF THE COURSE : START-UP MANAGEMENT**  
**L: T: P: C : 2:0:0:2**

**Overview**

The course provides the conceptual knowledge relating to start-up of a new business concerns and various kinds of start-up ideas through brain storming. The course also gives the information relating to capital estimations and financial assumptions for start-ups and legal environmental policies relating to incorporation of new business. The course is relating about the various financial issues to start-up and venture capital investment concepts. The course provides enough knowledge in terms of wind up of and organization and bankruptcy position and exit strategies like sale or windup of business organization.

**Course Objectives**

The objectives of the course are to enable the student to:

- To outline the venture capital opportunities
- To understand the resources and requirements for enterprise start-up
- Addressing the financial issues of start up
- Understanding on the survival techniques required for startup business ventures
- Outline each stages of startup business

**Course Outcomes**

At the end of this course, students are able to:

- Develop a start-up Enterprise with Big Idea Generation.
- Analyze start-up capital requirement by analyzing legal factors.
- Interpret feasibility Analysis towards funding issues.
- Access growth stages in new venture and reasons for scaling ventures.
- Evaluate financial stability and decide on expansion possibilities

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Active student participation and class room exercises</li> <li>• Case Analysis collaboratively with students involvement</li> </ul>             |
| <b>Assessment Strategy</b>  | <p>Participants will be assessed by way of:</p> <ul style="list-style-type: none"> <li>• Mini projects,</li> <li>• Submission of assignments</li> <li>• Group assignments</li> <li>• Written Exam</li> </ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Start-up opportunities:</b><br>The New Industrial Revolution – The Rise of The start up Economy - The Six Forces of Change- The Start-up Equation – The Entrepreneurial Ecosystem – Entrepreneurship in India. Government Initiatives.   | 4              |
| <b>Unit II</b>  | <b>Startup Capital Requirements:</b><br>Identifying Startup capital Resource requirements - estimating Startup cash requirements - Develop financial assumptions<br>Constructing a Process Map - Positioning the venture in the value chain | 4              |
| <b>Unit III</b> | <b>Role of Support Institutions:</b><br>Entrepreneurship Development Programmes (EDPs) – Phases of EDPs and Evaluation of EDPs. Institutional Finance to Entrepreneurs like Commercial Banks – Other Major Financial Institutions.          | 4              |
| <b>Unit IV</b>  | <b>Starting up Financial Issues:</b><br>The cost and process of raising capital – Unique funding issues of a high-tech ventures.Funding startups with bootstrapping-crowd funding- strategic alliances.                                     | 4              |
| <b>Unit V</b>   | <b>Stages of growth in a new venture:</b><br>Growing with the market - Growing within the industry- Venture life patterns- Reasons for new venture failures Scaling Ventures.   | 4              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   | 3   | -   | 3   | -   |
| <b>CO2</b> | 2   | 2   | 3   | 2   | 2   | -   |
| <b>CO3</b> | 2   | 2   | 3   | 2   | 2   | -   |
| <b>CO4</b> | 2   | 3   | 3   | 2   | 3   | -   |
| <b>CO5</b> | 3   | 2   | 2   | -   | 3   | -   |

## Action Based Component

- Mini projects
- Preparation of Feasibility Report
- Preparation of Business Plan

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Assignment 1                     | 10          |                            |   | X | X |   |  |
| 2 | Assignment 2                     | 10          | X                          | X |   |   |   |  |
| 3 | IAT Exam                         | 10          | X                          | X |   |   |   |  |
| 4 | Semester End Examination         | 20          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbook :

1. “Startup Management”, K. Swapna, J.S. Moses, Y.Sarada, Himalaya Publishing House, First Edition, 2019
2. Kathleen R Allen, Launching New Ventures, An Entrepreneurial Approach, Cengage Learning, 2016.

#### Reference books

- 1 S. R. Bhowmik & M. Bhowmik, Entrepreneurship, New Age International, 2007.
- 2 Steven Fisher, Ja-nae’ Duane, The Startup Equation -A Visual Guidebook for Building Your Startup, Indian Edition, Mc Graw Hill Education India Pvt. Ltd, 2016.
- 3 Donald F Kuratko, Jeffrey S. Hornsby, New Venture Management: The Entrepreneur’s Road Map, 2e, Routledge, 2017.

### Readings & Case Analysis

Case Studies and Management Resources – Startup Case Studies

### Suggested Courses on Coursera

1. <https://in.coursera.org/specializations/start-your-own-business>
2. <https://in.coursera.org/learn/startup-financing-without-vc>
3. <https://in.coursera.org/learn/entrepreneurship-strategy>

**SEMESTER/YEAR : V/III**

**COURSE CODE :**

**TITLE OF THE COURSE : FUNDAMENTALS OF INCOME TAX**

**L: T: P: C : 1 : 0 : 0 : 0**

### **Overview**

The objective of the subject is to enable the students to understand the direct tax structure of India. Income tax in India is a direct tax levied on the income of individuals, Hindu Undivided Families (HUFs), companies, firms, co-operative societies, and trusts. India's income tax system is complex, with various provisions and exemptions aimed at providing relief to taxpayers and encouraging savings and investments. However, ensuring compliance with tax laws and regulations is crucial for individuals and entities to avoid legal consequences.

### **Course Objectives**

- Helps students to understand the basic concepts income tax.
- To equip the students to calculate taxable income under various heads and tax liability of various entities.
- To make students to understand the compliance and filing procedures available under income tax law.
- To provide practical examples, case studies, and simulations to reinforce theoretical concepts and enhance participants' problem-solving skills.
- To introduce participants to the legal and regulatory framework governing income tax in India,

### **Course Outcomes**

- Students will gain a fundamental understanding of the Income Tax Act and related regulations governing taxation in India.
- Students will develop skills in tax planning, including the ability to identify tax-saving opportunities, exemptions, deductions, and incentives available under the Income Tax Act.
- Students will acquire knowledge of the procedures and requirements for income tax compliance, including filing tax returns, maintaining records, and adhering to deadlines.
- Students will develop practical application skills through case studies, simulations, and hands-on exercises.
- Students will become aware of taxpayer rights and responsibilities under the Income Tax Act. They will understand their obligations and consequences of noncompliance.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• Theoretical Foundation, Interactive lectures.</li><li>• Case studies and Practical exercises</li><li>• Guest lectures and legal integration.</li><li>• Assignments and Group projects</li></ul>  |
| <b>Assessment Strategy</b>  | <ul style="list-style-type: none"><li>• Students will be assessed on both conceptual understanding and</li><li>• application of Direct Tax practices by way of:<ul style="list-style-type: none"><li>• Field Visits</li><li>• Submission of assignments</li><li>• Group assignments</li><li>• Written Exam</li></ul></li></ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | General introduction of Indian income tax act, 1961. Basic concepts  | 03             |
| <b>Unit II</b>  | Income from salary - Allowances, Perquisites, profits in lieu of salary, deductions u/s 16..   | 02             |
| <b>Unit III</b> | Income from house property – Definition, Annual Value, deduction u/s 24. Income from business and profession – procedure to compute income from business and profession, | 02             |
| <b>Unit IV</b>  | Set off and carry forward of losses, deductions from gross total income.   | 02             |
| <b>Unit V</b>   | Assessment procedure, Permanent Account Number (PAN) tax deducted at source. Advance payment of tax. Income tax authorities.   | 01             |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   | 2   | -   | -   | -   |
| <b>CO2</b> | 3   | 2   | 3   | 1   | 1   | 1   |
| <b>CO3</b> | 3   | 2   | 3   | -   | 2   | -   |
| <b>CO4</b> | 2   | 1   | 1   | -   | -   | 1   |
| <b>CO5</b> | 3   | 2   | 1   | 1   | -   | -   |

## Action Based Component

- PAN application and Filing of return
- Computation of tax liability of different entities.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |  |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   |   | X | X |  |
| 5 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 6 | CBT                              | 10          | X                          | X | X | X |   |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## **Recommended Resources**

### **Textbook :**

1. Income tax law and practice Taxman publication
2. Income tax law and practice by AHP publishers.

### **Reference books**

1. ICAI material for practical cases.

## **Readings & Case Analysis**

### **Income tax tribunal case analysis.**

## **Suggested Online Courses**

Online courses of ICIAI and CMA institutes

**SEMESTER/YEAR** : VI/III  
**COURSE CODE** :  
**TITLE OF THE COURSE** : **CYBER SECURITY FOR THE MILLENNIAL GENERATION**  
**L: T: P: C** : **4: 0: 0:4**

**Overview**

Any individual can have a real-time video conversation with someone on the other side of the planet, one can send and receive money without even taking out their wallet, and even can post content online that reaches millions of people in a matter minutes. Unfortunately, the same technology that enables all this new freedom and convenience also exposes us to new security threats that we've never encountered. Malware that infects your computer and watches everything you do, phishing scams that steal private information from millions of people - today's digital world is a criminal's playground. It makes the process of stealing money or even stealing someone's entire identity way more efficient. Hence it becomes very important to protect yourself and your private data from cyber intruders. This course outlines a step-by-step roadmap that one can follow to build a tight wall of security around your digital life.

**Course Objectives**

This course gives the background needed to understand basic cyber security. Students will be introduced to the world of spyware, phishing, malware, spam, social engineering, hacking and other common internet spying techniques. Students will also learn the intervention methods in securing themselves in cyber space.

**Course Outcomes**

- CO1: Students will understand how to identify online scams.
- CO2: Students will develop the right mindset and habits for securing themselves from intruders.
- CO3: Students will learn how to secure their online browsing
- CO4: Students will learn how to create super passwords and how to manage them.
- CO5: Students will practice cyber security skills in real world scenarios.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>● Role Play</li> <li>● Case Studies</li> </ul>   |
| <b>Assessment Strategy</b>  | <ul style="list-style-type: none"> <li>● Participants will be assessed on both conceptual understanding and business application of Finance practices by way of:</li> <li>● Mini projects,</li> <li>● Submission of assignments</li> <li>● Group assignments</li> <li>● Written Exam</li> </ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Introduction to Cyber security</b><br>Why security matters – The importance of multi-layer security – the most common security threats – The dark side of Internet – The world of malware – phishing – social engineering – scams – hacking –cyber warfare  | 8              |
| <b>Unit II</b>  | <b>Mindset and Habits</b> Developing the right mindset and habits for security – the importance of skepticism – avoiding malicious sites and applications – Tools needed to browse the Internet securely - why software updates matter – knowing (and limiting yourself)   | 8              |
| <b>Unit III</b> | <b>Smartphone security</b><br>Why mobile security matters – setting up a passcode lock – importance of password security – best practices – using password manager- managing third-party app permissions – locating a lost or stolen smartphone  | 9              |
| <b>Unit IV</b>  | <b>Multi-factor authentication and Connected apps</b><br>Framework – types of mobile two-factor authentication – Two-Factor authentication: Google, Facebook, Twitter and other services - danger of rogue connected apps – managing connected apps on Google and Facebook – managing browser extensions/add-ons – staying secure with connected apps and extensions | 9              |
| <b>Unit V</b>   | <b>Encryption</b><br>Encryption definition – How SSL (HTTPS) protects your passwords and private data - encrypting your web traffic with a virtual private network (VPN) – encrypting computer's hard drive – encrypting smartphone – firewalls – antivirus  | 6              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   | 2   | -   | -   | -   |
| <b>CO2</b> | 3   | 3   | 3   | -   | -   | -   |
| <b>CO3</b> | 3   | 2   | 2   | -   | -   | -   |
| <b>CO4</b> | -   | 3   | 3   | -   | -   | -   |
| <b>CO5</b> | -   | 2   | 2   | -   | -   | -   |

## Action Based Component

- Mini projects
- Role Play Analysis

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) | day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|---|----------|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |   |          |
| 1 | Class Participation              | 5           | X                          | X | X | X |   |   |          |
| 2 | Assignment 1                     | 10          | X                          | X |   |   |   |   |          |
| 3 | Assignment 2                     | 10          |                            | X | X |   |   |   |          |
| 4 | IAT Exam                         | 20          | X                          | X |   |   |   |   |          |
| 5 | CBT                              | 15          | X                          | X | X | X |   |   |          |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |   |          |

## Recommended Resources

### Textbook:

- Graham, James., Howard, Richard., & Olson, Ryan. (2011). *Cyber Security Essentials*. USA: CRC Press.

### Reference books

- Lalit, Gulab Chandra. (2014). *Cyber security threats: An emerging challenge*. New Delhi: Mohit Publications.
- Arora, A. (2014). *Information Warfare and Cyber Security*. Jaipur: Book Enclave.
- Santanam, R., Sethumadhavan, M., & Virendra, M. (2011). *Cyber security, cybercrime and cyber forensics: Applications and perspectives*. Hershey, PA: Information Science Reference.
- Ahamad, F. (2013). *Cyber Law and Information Security*. New Delhi: Dreamtech Press.

## Readings & Case Analysis

ICMR Case Studies

## Suggested Courses on Coursera

**SEMESTER/YEAR** : VI/III  
**COURSE CODE** :  
**TITLE OF THE COURSE** : Equity Derivatives  
**L: T: P: C** : 4:0:0:4

### Overview

Derivatives are financial instruments whose value is derived from the performance of underlying assets, such as stocks, bonds, commodities, currencies, interest rates, and market indexes. The main types of derivatives include forwards, futures, options, and swaps. Forwards are customized contracts between two parties to buy or sell an asset at a predetermined price and date in the future. Futures are standardized contracts traded on exchanges that obligate buyers and sellers to transact the underlying asset at a specified price and date. Options are contracts that give the holder the right, but not the obligation, to buy (call option) or sell (put option) the underlying asset at a predetermined price within a specified timeframe. Swaps are agreements between two parties to exchange cash flows based on the performance of underlying assets, such as stocks, bonds, or indices. These derivatives are essential tools for risk management, speculation, and enhancing investment returns, making their understanding crucial for anyone involved in financial markets.

### Course Objectives

1. Understand the fundamental concepts of equity derivatives, including their definition, types, and basic characteristics.
2. Explore the role of equity derivatives in financial markets and compare them with other financial instruments.
3. Gain insights into the pricing and valuation of equity derivatives, including option pricing models like the Black-Scholes model and factors influencing their prices.
4. Learn about the mechanics of trading equity derivatives, the role of exchanges and clearinghouses, and margin requirements.
5. Explore various trading strategies with equity options, including long call, long put, covered call, and protective put, and understand their applications in different market scenarios.

### Course Outcomes

1. Understand the definition, types, characteristics, and role of equity derivatives in financial markets, and compare them with other financial instruments.
2. Learn the basics of option pricing, including intrinsic and time value, and use models like Black-Scholes to calculate option premiums.
3. Learn the basics of option pricing, including intrinsic and time value, and use models like Black-Scholes to calculate option premiums.
4. Understand the regulations, risk management practices, margining systems, and counterparty risk mechanisms in equity derivatives markets.
5. Explore real-world applications of equity derivatives in portfolio management, hedging, and speculation, and identify emerging trends and regulatory challenges in the market.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>● Lectures</li> <li>● Readings</li> <li>● Active student participation and classroom exercises</li> <li>● Case analysis collaborative with students' involvement</li> </ul> <p>Participants will be assist on both conceptual understanding and business application of finance practices by way of:</p> |
| <b>Assessment Strategy</b>  | <ul style="list-style-type: none"> <li>● Mini projects</li> <li>● Submission of assignments</li> <li>● Group assignments</li> <li>● Written exams.</li> </ul>   |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Introduction to Equity Derivatives:</b> Definition- overview of equity derivatives-Types of equity derivatives-forwards-futures-options-swaps-basic characteristics and features of equity derivatives contracts- Role of equity derivatives in financial markets- Comparison between equity derivatives and other financial instruments                                      | 8              |
| <b>Unit II</b>  | <b>Pricing and Valuation of Equity Derivatives:</b> Basics of option pricing- intrinsic value, time value, Black-Scholes Model-Factors affecting the pricing of equity derivatives-underlying asset price-volatility-time to expiration-Calculation of option premiums using the Black-Scholes model and other pricing methods   | 8              |
| <b>Unit III</b> | <b>Trading and Strategies with Equity Derivatives:</b> Mechanics of trading equity derivatives-exchanges-clearinghouses-margin requirements-Basic trading strategies with equity options: long call, long put, covered call, protective put-Risk management and hedging strategies using equity derivatives  | 6              |
| <b>Unit IV</b>  | <b>Regulation and Risk Management in Equity Derivatives:</b> Overview of regulatory bodies and regulations governing equity derivatives markets-Risk management practices for participants in equity derivatives markets- Margin requirements and margining systems for equity derivatives trading- Counterparty risk and clearinghouse mechanisms in equity derivatives markets | 10             |
| <b>Unit V</b>   | <b>Applications and Future Trends in Equity Derivatives:</b> Real-world applications of equity derivatives in portfolio management-hedging-speculation-Emerging trends and innovations in equity derivatives markets- algorithmic trading-structured products- Regulatory challenges and considerations for the future development of equity derivatives markets                 | 8              |

## CO-PO Mapping

|     | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|-----|-----|-----|-----|-----|-----|-----|
| CO1 | 3   | 3   | 3   | -   | -   | -   |
| CO2 | 3   | 2   | 3   | -   | -   | -   |
| CO3 | 3   | 3   | 2   | -   | -   | -   |
| CO4 | 3   | 3   | 3   | -   | -   | -   |
| CO5 | -   | 3   | 3   | 3   | -   | -   |

## Action Based Component

- The component allows users to execute various types of derivative trades, such as option, futures, swaps, and forwards.
- It provides tools for managing risk associated with derivative positions.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           |                            |   |   |   |   |  |
| 2 | Attendance                       | 5           | X                          | X |   |   |   |  |
| 3 | Assignment 1                     | 10          |                            |   | X | X |   |  |
| 4 | Assignment 2                     | 10          | X                          | X | X |   |   |  |
| 5 | IAT Exam                         | 20          |                            |   |   |   |   |  |
| 6 | CBT                              | 10          | X                          | X | X |   |   |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## Recommended Resources

### Textbook :

1. John C. Hull, Fundamentals of Futures and Options Markets, 8th edition, Pearson Prentice Hall (2022)

### Reference books

1. McDonald, Robert L., 2013, Derivatives Markets, 3 rd edition, Pearson Higher Education, Inc.
2. McDonald, Robert L., 2009, Fundamentals of Derivatives Markets, Pearson Education, Inc

## Readings & Case Analysis

1. Case Study: Options Trading Strategies
2. Case Study: Pricing of Index Options
3. Case Study: Currency Futures and Options

## Suggested Courses on Coursera

1. "Financial Engineering and Risk Management Part I" by Columbia University. Delve deeper into financial engineering concepts, derivative pricing models, and risk

**SEMESTER/YEAR** : VI/III  
**COURSE CODE** :  
**TITLE OF THE COURSE:** Performance and Compensation  
management  
**L: T: P: C** : 4:0:0:4

### Overview

This course provides a comprehensive understanding of performance management and compensation systems in organizations. It covers the concepts, processes, and challenges associated with performance appraisal, performance management, and compensation. Through theoretical discussions, case studies, and practical exercises, students will develop the knowledge and skills necessary to design and implement effective performance management and compensation systems.

### Course Objectives

1. To understand the concept and objectives of performance management systems.
2. To analyze the process of performance appraisal and its documentation.
3. To analyze compensation types, components, and approaches.
4. To design and implement effective incentive plans in organizations.
5. To understand the legal environment and constraints on pay systems..

### Course Outcomes

1. Ability to explain the concept and objectives of performance management systems.
2. Competence in conducting performance appraisals and documenting performance.
3. Knowledge of compensation types, components, and approaches.
4. Ability to design and implement effective incentive plans in organizations.
5. Knowledge of the legal environment and constraints on pay systems.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• This course adopts a blended learning approach, combining lectures, case discussions, group activities, and multimedia resources to engage students in active learning.</li></ul> |
| <b>Assessment Strategy</b>  | <ul style="list-style-type: none"><li>• Assessment will be based on class participation, attendance, assignments, IAT, computer-based tests (CBT), and a semester-end examination.</li></ul>                              |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction to Performance Management</b><br>Concept and objectives of performance management system, Performance appraisal and performance management, Performance Management – definition, objectives, need and measurement.  | 8              |
| <b>Unit II</b>  | <b>Performance Appraisal and Management</b><br>Process of performance appraisal, issues and challenges in performance appraisal, documentation of performance appraisal, Methods of Performance appraisal – traditional methods, modern methods - appraisal interviews, performance feedback and counseling, use of technology and e-PMS, Ethical perspectives in performance appraisal | 8              |
| <b>Unit III</b> | <b>Compensation Management</b><br>Compensation – Definition, Classification and Types. Components of remuneration- basis pay, dearness allowance, flat and indexed DA, allowances, and reimbursement. Determining Compensation, Compensation Approaches. Compensation as a Retention Strategy, Financial and non-financial compensation   | 8              |
| <b>Unit IV</b>  | <b>Incentive Systems and Compensation</b><br>Performance Based Pay Systems, Incentives - incentive plans, developing effective incentive plans. Gain Sharing Incentive Plan – Enterprise Incentive Plan – Profit Sharing Plan- ESOPs – Compensation Management in Multi-National organisations.   | 8              |
| <b>Unit V</b>   | <b>Reward Systems and Legal Constraints</b><br>Reward systems, Perceptions of Pay Fairness – the legal environment, Legal Constraints on Pay Systems. Employee Benefits - retirement benefits, perquisites, non-monetary benefits   | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   |     | 2   |     |     |
| <b>CO2</b> | 3   | 2   | 2   |     | 1   |     |
| <b>CO3</b> | 2   | 2   | 3   |     |     |     |
| <b>CO4</b> | 2   | 2   |     | 2   |     | 1   |
| <b>CO5</b> | 2   | 3   |     |     | 2   | 1   |

## Action Based Component

**Case studies:** Students have to analyze real-world cases related to performance and compensation management, developing recommendations for improving organizational practices.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |  |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   | X | X |   |  |
| 5 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 6 | CBT                              | 10          |                            |   | X | X | X |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## Recommended Resources

### Textbook:

- "Performance Appraisal and Compensation Management" by Dewakar Goel, published by PHI Learning in New Delhi, 1st edition, 2014.

### Reference Books:

- Richard I. Henderson, "Compensation Management in a Knowledge-Based World", Prentice Hall India, New Delhi, 5th Edition, 2012
- Richard Thrope & Gill Homen, "Strategic Reward Systems", Prentice Hall India, New Delhi, 2nd Edition, 2011.
- Michael Armstrong & Helen Murlis, "Handbook of Reward Management", Kogan Page, 5th Edition, 2012.

## Readings & Case Analysis

### Readings:

- "Strategic Compensation in a Knowledge-Based Economy" by Richard I. Henderson, 5th Edition, 2012.

### Case Studies:

1. Google's performance management system: A case study in creating a high-performance culture
2. Walmart's compensation strategy: Balancing cost control with employee motivation.

## Suggested Courses on Coursera

1. "Human Resource Management: HR for People Managers" by University of Minnesota
2. "Compensation Management" by Rutgers University

**SEMESTER/YEAR : VI/III**

**COURSE CODE :**

**TITLE OF THE COURSE: FUNDAMENTALS OF ARTIFICIAL INTELLIGENCE-PYTHON**

**L: T: P: C : 3:0:1:4**

### Overview

This course gives students the opportunity to develop their skills and knowledge in the application of appropriate statistical analytical tools in accordance with the structure of data, including quantitative data (cross-sectional, time series, and panel data), as well as qualitative data in social science research. In addition, the students can learn about the various statistical models that are available in each software, and they are able to have the ability to apply relevant tools in order to accomplish the goals of the study.

### Course Objectives

- This class shows you how to use different business tools to explain, analyse, and make sense of data.
- Knowing how to use NumPy and Pandas, using grammar in all areas of work, and being sure of yourself and good at analysing data.
- The course will teach you how to use advanced mathematical tools to solve problems.
- Look at different statistical learning tools.
- The course will help students get better at using the Python tool and seeing the data visually.

### Course Outcome

- Identify various business tools used for data analysis and interpretation.
- Explain the functions and applications of NumPy and Pandas in data analysis tasks.
- Utilize advanced mathematical tools to solve complex problems effectively.
- Compare different statistical learning tools to determine their suitability for various data analysis scenarios.
- Assess and improve proficiency in using Python for data visualization and interpretation.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• Lectures</li><li>• Problem Solving</li><li>• Active student participation and use of the software</li><li>• Real time Case Study Analysis.</li></ul>   |
| <b>Assessment Strategy</b>  | Participants will be assessed on the understanding and problem-solving ability: <ul style="list-style-type: none"><li>• Regular problem-solving activity</li><li>• Submission of assignments</li><li>• Effective utilization of the software through various real-time cases.</li><li>• Written Exam</li></ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <p><b>INTRODUCTION TO PYTHON PROGRAMMING</b><br/>                     Python Overview and Features, Setting Up the Python Environment, Writing Your First Python Program, Understanding Data Types in Python, Arithmetic and String Operations in Python, Introduction to Data Structures; Tuples, Lists, Sets, Dictionaries, Operations on Data Structures</p>  | <b>6</b>       |
| <b>Unit II</b>  | <p><b>CONTROL STRUCTURES AND OOP IN PYTHON</b><br/>                     Decision Making: if, elif, else statements, Looping: for loops, while loops, Control Flow: break, continue, pass statements, Functions: Defining, Calling, and Using Functions, Function Parameters and Return Values, Recursion, Introduction to Object-Oriented Programming, Classes and Objects, Attributes and Methods, Inheritance and Polymorphism, Encapsulation, Advanced OOP Concepts.</p>  | <b>6</b>       |
| <b>Unit III</b> | <p><b>NUMPY and PANDAS</b><br/> <b>NUMPY</b><br/>                     Creating NumPy arrays, convert lists and tuples to NumPy arrays, Inspect the structure and content of arrays, and Subset, slice, index and iterate through arrays.<br/> <b>PANDAS</b><br/>                     Creating data frames. Importing CSV data files as Pandas data frames, Reading and summarising data frames, Sorting data frames, Labelling, indexing and slicing data, Merging data frames using joins, Pivoting and grouping.</p> | <b>6</b>       |
| <b>Unit IV</b>  | <p><b>DATA VISUALIZATION AND EXPLORATORY DATA ANALYSIS</b><br/> <b>Introduction to data Visualisation libraries:</b><br/>                     Introduction to Mat plot library and Seaborn; Creating and plotting graphs, Different chart types, Modification of charts for better understanding and presentation.<br/> <b>Exploratory Data Analysis:</b><br/>                     Data sourcing, Data cleaning, Univariate analysis, Bivariate and multivariate analysis</p>  | <b>10</b>      |
| <b>Unit V</b>   | <p><b>INTRODUCTION TO MACHINE LEARNING</b><br/>                     Introduction to machine learning, Supervised and unsupervised learning methods, The linear regression model with one Independent and one Dependent variable, Residuals, Residual sum of squares (RSS) and R<sup>2</sup> (R-squared), Multiple Independent and one Dependent variables.</p>   | <b>12</b>      |

## CO-PO Mapping

|     | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|-----|-----|-----|-----|-----|-----|-----|
| CO1 | 1   | -   | 2   | 3   | 5   | -   |
| CO2 | -   | 2   | -   | 2   | 4   | -   |
| CO3 | 2   | 3   | 3   | 1   | 2   | -   |
| CO4 | -   | 4   | -   | 4   | 1   | -   |
| CO5 | 5   | -   | 4   | -   | 3   | -   |

## Action Based Component

- To reinforce learning through hands-on practice.
- To apply Python programming skills in practical, real-world scenarios.
- To enhance collaborative skills and deepen understanding through peer interaction.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Assignment 1                     | 10          | X                          | X | X |   |   |  |
| 3 | Assignment 2                     | 10          |                            |   |   | X | X |  |
| 4 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 5 | CBT                              | 10          | X                          | X | X | X |   |  |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## Recommended Resources

### Textbooks:

- Downey, A. (2015). Think Python: How to Think Like a Computer Scientist (2nd ed.). O'Reilly Media.
- Lutz, M. (2013). Learning Python (5th ed.). O'Reilly Media.
- Official Python Documentation: <https://docs.python.org/>
- Kenneth A. Lambert, (2011), "The Fundamentals of Python: First Programs"

### Reference books

- Gowrishanker and Veena, "Introduction to Python Programming", CRC Press, 2019.
- Python Crash Course, 2nd Edition, By Eric Matthes, May 2019
- NumPy Essentials, By Leo Chin and Tanmay Dutta, April 2016
- Joel Grus, "Data Science from scratch", O'Reilly, 2015.
- Wes Mc Kinney, "Python for Data Analysis", O'Reilly Media, 2012.
- Jake Vanderplas. Python Data Science Handbook: Essential Tools for Working with Data 1st Edition, 2016.

## Suggested Online (MOOC) courses.

- <https://www.coursera.org/specializations/python>
- <https://www.coursera.org/learn/python-crash-course>

**SEMESTER/YEAR** : VI/III  
**COURSE CODE** :  
**TITLE OF THE COURSE** : **CROSS CULTURAL MANAGEMENT**  
**L: T: P: C** : **4: 0: 0: 4**

### Overview

Cross-Cultural Management provides students with an understanding of the complexities of managing in a multicultural environment. The course discovers the impact of culture on various aspects of business and management practices, equipping students with the knowledge and skills necessary to navigate and lead diverse teams and organizations effectively.

### Course Objectives

- To introduce students to the concept of culture and its impact on business and management.
- To develop students' understanding of cross-cultural communication and its importance in global business.
- To familiarize students with different leadership styles and approaches in diverse cultural contexts.
- To equip students with negotiation skills for cross-cultural interactions.
- To provide students with strategies for managing diversity and fostering an inclusive work environment.

### Course Outcomes

- To define and explain the concept of culture and its implications for business and management.
- To identify barriers to cross-cultural communication and apply strategies for effective communication across cultures.
- To analyze different cultural approaches to leadership and apply appropriate leadership styles in diverse contexts.
- To demonstrate negotiation skills for successful outcomes in cross-cultural settings.
- To develop strategies for managing diversity and promoting inclusivity in the workplace.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Readings</li> <li>• Active student participation and class room exercises</li> <li>• Case Analysis collaboratively with students' involvement</li> </ul>                        |
| <b>Assessment Strategy</b>  | <p>Participants in the Cross-Cultural Management course will be assessed through</p> <ul style="list-style-type: none"> <li>• Class Participation</li> <li>• Attendance</li> <li>• Assignment</li> <li>• Semester End Examination</li> </ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Understanding Culture</b><br>Definition and Concept of Culture; Cultural Dimensions - Hofstede's Cultural Dimensions, Trompenaars' Cultural Dimensions, and Hall's Cultural Dimensions; Cultural Intelligence; Impact of Culture on Business and Management Practices; Cultural Sensitivity in Decision Making; Cultural Adaptation and Adjustment.   | 8              |
| <b>Unit II</b>  | <b>Cross-Cultural Communication</b><br>Barriers to Cross-Cultural Communication; Strategies for Effective Cross-Cultural Communication; Nonverbal Communication Across Cultures; Intercultural Communication Competence; Technology and Cross-Cultural Communication.  | 8              |
| <b>Unit III</b> | <b>Cross-Cultural Leadership</b><br>Cultural Approaches to Leadership; Leadership Styles in Different Cultures; Challenges and Strategies for Leading a Diverse Team; Building Trust Across Cultures; Leadership Development in a Global Context.  | 8              |
| <b>Unit IV</b>  | <b>Cross-Cultural Negotiation</b><br>Cultural Influences on Negotiation Styles; Strategies for Successful Cross-Cultural Negotiation; Ethical Considerations in Cross-Cultural Negotiation; International Business Negotiations; Conflict Resolution in Cross-Cultural Contexts.   | 8              |
| <b>Unit V</b>   | <b>Managing Diversity in the Workplace</b><br>Diversity in the Global Workplace; Benefits and Challenges of Diversity; Managing Diversity and Inclusion; Strategies for Creating an Inclusive Work Environment; Handling Cross-Cultural Conflicts in the Workplace; Cultural Competence in Human Resource Management; Gender and Diversity Issues in Organizations; Cross-Cultural Training and Development. | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | -   | -   | 3   | 2   | -   | -   |
| <b>CO2</b> | 3   | 2   | -   | -   | -   | -   |
| <b>CO3</b> | 3   | -   | 2   | -   | -   | -   |
| <b>CO4</b> | 2   | 2   | -   | 3   | -   | 1   |
| <b>CO5</b> | 3   | -   | 2   | -   | -   | -   |

## Action Based Component

- Analyze case studies of real-life cross-cultural management issues and develop solutions based on their understanding of cultural differences.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |  |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   |   | X | X |  |
| 5 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 6 | CBT                              | 10          |                            |   | X | X | X |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbook :

1. Managing Across Cultures by Helen Deresky, 9<sup>th</sup> Edition, 2021.

#### Reference books

1. Cultures and Organizations: Software of the Mind by Geert Hofstede, 3<sup>rd</sup> Edition, 2010.
2. The Culture Map: Breaking Through the Invisible Boundaries of Global Business by Erin Meyer, 1<sup>st</sup> Edition, 2014.

### Readings & Case Analysis

#### Readings:

- "Cultural Intelligence: A Theory-Based, Short Form Measure" by Christopher Earley and Soon Ang.
- "The Impact of Cultural Intelligence on Effective Leadership" by Karin Klenke.
- "The Cultural Intelligence Difference" from the book "Cultural Intelligence: Surviving and Thriving in the Global Village" by David Livermore.

#### Case studies:

- "McDonald's in India: A Case of Cultural Adaptation"
- "Coca-Cola's Localization Strategies in China"

### Suggested Courses on Coursera

- Understanding Cultural Diversity in the Workplace by Purdue University
- Intercultural Communication" by National Research University Higher School of Economics

**SEMESTER/YEAR** : VI/III  
**COURSE CODE** :  
**TITLE OF THE COURSE** : Accounting for Banking and Insurance  
**L: T: P: C** : 4:0:0:0

### Overview

This course delves into the accounting principles and practices tailored for the banking and insurance sectors. It explores the unique financial reporting requirements, regulatory frameworks, and risk management strategies specific to these industries.

### Course Objectives

1. To provide students with a thorough understanding of accounting standards and regulations relevant to banking and insurance sectors.
2. To equip students with the skills to analyze and interpret financial statements of banking and insurance companies.
3. To develop students' ability to apply accounting principles to address the specific financial challenges and opportunities faced by banking and insurance businesses.
4. To cultivate critical thinking and problem-solving skills in assessing the financial performance and risk management strategies of banking and insurance enterprises.
5. To prepare students for careers in banking, insurance, and related fields by providing practical knowledge and hands-on experience in accounting practices specific to these industries.

### Course Outcomes

1. Students will demonstrate an understanding of the unique accounting standards, regulations, and reporting requirements applicable to banking and insurance organizations.
2. Students will be able to analyze financial statements of banking and insurance companies to assess their financial performance, solvency, and risk exposure.
3. Students will apply accounting principles to prepare and interpret financial reports tailored to the needs of banking and insurance businesses.
4. Students will develop the ability to evaluate the financial risks inherent in banking and insurance operations and propose risk management strategies.
5. Students will acquire practical skills in using accounting software and tools commonly employed in the banking and insurance industries for financial reporting and analysis.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>● Lectures</li> <li>● Readings</li> <li>● Active student participation and class room exercises</li> <li>● Case Analysis collaboratively with students' involvement</li> </ul> |
| <b>Assessment Strategy</b>  | <p>Participants in this course will be assessed through</p> <ul style="list-style-type: none"> <li>● Class Participation</li> <li>● Attendance</li> <li>● Assignment</li> <li>● Semester End Examination</li> </ul>   |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <p><b>Overview of Banking and Insurance Sectors:</b><br/>           Historical evolution and significance of banking and insurance industries in the economy, Distinction between banking and insurance activities, their roles, and functions, Introduction to different types of banks (commercial banks, investment banks, etc.) and insurance companies (life insurance, property and casualty insurance, etc.), Overview of the global banking and insurance landscape, major players, and market trends, Role of regulatory bodies such as central banks, financial regulatory authorities, and insurance regulatory agencies in overseeing banking and insurance operations</p>  | 6              |
| <b>Unit II</b>  | <p><b>Accounting Standards &amp; Challenges:</b><br/>           Overview of international accounting standards (IFRS) and local regulatory requirements governing financial reporting in banking and insurance sectors, Discussion on recent regulatory changes and their implications for accounting practices in banking and insurance industries, Importance of accounting in financial decision-making and performance evaluation in banking and insurance firms, Overview of the accounting cycle and financial reporting process in banking and insurance companies, Explanation of the specific accounting challenges and complexities faced by banking and insurance organizations compared to other industries</p>   | 8              |
| <b>Unit III</b> | <p><b>Financial Ratios &amp; Performance Metrics:</b><br/>           Overview of financial ratios and performance metrics used to evaluate the financial health and operating efficiency of banking and insurance organizations, Explanation of liquidity ratios, profitability ratios, solvency ratios, and efficiency ratios relevant to banking and insurance sectors, Interpretation of financial ratios in the context of industry benchmarks, historical trends, and peer comparisons, Identification and explanation of key line items and components in each financial statement</p>  | 8              |
| <b>Unit IV</b>  | <p><b>Accounting for Banks:</b><br/>           Overview of the unique types of transactions conducted by banks, including deposit-taking, lending, investment activities, and fee-based services, Explanation of the double-entry accounting system and its application to record banking transactions accurately and efficiently, Discussion on the importance of segregation of duties, internal controls, and audit trails in ensuring the integrity and reliability of financial data in banking operations, Examination of the asset and liability structure of banks and the role of asset-liability management (ALM) in optimizing balance sheet composition and managing interest rate risk, Analysis of different types of bank assets (cash, loans, securities) and liabilities (deposits, borrowings, capital) and their accounting implications</p> | 9              |

|               |   |   |
|---------------|---|---|
| <b>Unit V</b> | <b>Accounting for Insurance:</b><br>In-depth analysis of loan accounting principles, including loan origination, valuation, impairment, and restructuring, Explanation of loan classification criteria (performing, non-performing, troubled debt restructured) and their impact on loan loss provisioning and financial statement presentation, Examination of regulatory requirements and industry best practices for credit risk management and loan loss provisioning in banking institutions, Discussion on regulatory capital adequacy standards (Basel III), liquidity requirements (Liquidity Coverage Ratio, Net Stable Funding Ratio), and other regulatory metrics impacting bank financial reporting, Exploration of financial reporting challenges and compliance issues faced by banks in meeting regulatory requirements | 9 |
|---------------|---|---|

### CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 2   | -   | 2   | -   | 2   | -   |
| <b>CO2</b> | 2   | 3   | 1   | -   | 2   | -   |
| <b>CO3</b> | 2   | 2   | -   | 1   | -   | -   |
| <b>CO4</b> | 1   | -   | -   | 2   | -   | -   |
| <b>CO5</b> | 1   | 2   | 2   | 2   | -   | -   |

### Action Based Component

- **Field Visit:** Students should visit a bank or insurance company to observe their operations and interact with bank officials.
- **Case Study Analysis:** Students should analyze case studies related to banking and BASEL.

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length(exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|---|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |   |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |   |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |   |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |   |
| 4 | Assignment 2                     | 10          |                            |   |   | X | X |   |
| 5 | IAT Exam                         | 20          | X                          | X | X |   |   |   |
| 6 | CBT                              | 10          |                            |   | X | X | X |   |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |   |

### Recommended Resources

#### Textbook:

1. Advanced Accounting, Vol 1 by M C Shukla, T S Grewal & SC Gupta, 19<sup>th</sup>

Edition, 2018.

### **Reference books**

1. Bank Management & Financial Services by Peter S Rose and Sylvia C, Hudgins, 8<sup>th</sup> Edition 2010.
2. Banking Theory Law and Practice by Sundrama & Varshney, 21<sup>st</sup> Edition, 2021.

### **Readings & Case Analysis**

Sharma, R., & Gupta, A. (2019). Accounting Standards and Banking Sector Performance: Evidence from India. Journal of Banking and Finance, 45, 92-103.

### **Suggested Courses on Coursera**

- Coursera: "Financial Accounting Fundamentals" by University of Illinois at Urbana-Champaign
- edX: "Risk Management in Banking and Financial Markets" by New York Institute of Finance

**SEMESTER/YEAR** : VI/III  
**COURSE CODE** :  
**TITLE OF THE COURSE:** Supply Chain Modeling and Management  
**L: T: P: C** :

### Overview

This course provides an in-depth exploration of supply chain modeling techniques and their application in managing complex supply chain systems. Students will learn various modeling approaches, optimization techniques, and decision-making frameworks to design, analyze, and improve supply chain operations.

### Course Objectives

The objectives of the course are to enable the student to:

- Understand the fundamental concepts of supply chain management and its significance in contemporary business environments.
- Learn different modeling techniques used in supply chain analysis and optimization.
- Develop skills in applying optimization tools to solve supply chain problems.
- Analyze real-world supply chain case studies and apply modelling techniques to improve efficiency and effectiveness.
- Explore emerging trends and technologies in supply chain management.

### Course Outcomes

- Understand Supply Chain Concepts
- Apply Modeling Techniques
- Optimize Supply Chain Networks
- Forecast Demand and Manage Inventory
- Mitigate Supply Chain Risks
- Implement Sustainable Practices:

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• Lectures</li><li>• Discussions</li><li>• Case Studies</li><li>• Group Projects</li></ul>  |
| <b>Assessment Strategy</b>  | Participants will be assessed on both conceptual understanding and business application of finance practices by way of: <ul style="list-style-type: none"><li>• Mini projects,</li><li>• Submission of assignments</li><li>• Group assignments</li><li>• Written exam</li></ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <p><b>Introduction to Supply Chain Management</b><br/>Definition and scope of supply chain management, Key components and flows in a supply chain, Challenges and opportunities in supply chain management.</p> <p><b>Supply Chain Modeling Fundamentals</b><br/>Role of modeling in supply chain management, Types of supply chain models (Deterministic vs. Stochastic), Data requirements and collection techniques.</p> | 10             |
| <b>Unit II</b>  | <p><b>Network Design and Optimization</b><br/>Facility location and capacity allocation, Network design models (e.g., Transportation, Distribution), Multi-echelon inventory optimization.</p>  | 7              |
| <b>Unit III</b> | <p><b>Demand Forecasting and Inventory Management</b><br/>Forecasting methods and techniques, Inventory control policies (e.g., EOQ, JIT), Bullwhip effect and its mitigation strategies</p>  | 7              |
| <b>Unit IV</b>  | <p><b>Supply Chain Risk Management</b><br/>Identification and assessment of supply chain risks, Strategies for managing supply chain disruptions, Resilience planning and risk mitigation techniques.</p>   | 7              |
| <b>Unit V</b>   | <p><b>Sustainable Supply Chain Management</b><br/>Triple bottom line approach to sustainability, Green supply chain practices and initiatives, Life cycle assessment and eco-design principles</p> <p><b>Advanced Topics in Supply Chain Modeling</b><br/>Simulation modeling for supply chain analysis, Game theory applications in supply chain management, Block chain and IoT in supply chain optimization.</p>         | 9              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 3   | 1   | -   | -   | -   |
| <b>CO2</b> | 2   | 3   | 2   | -   | -   | -   |
| <b>CO3</b> | -   | 3   | 2   | -   | -   | -   |
| <b>CO4</b> | 1   | 1   | 3   | -   | -   | -   |
| <b>CO5</b> | -   | 2   | 2   | -   | -   | -   |

## Action Based Component

- Hands on experience on supply chain modeling.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X |   |   |   |  |
| 3 | Assignment 1                     | 10          |                            |   | X | X |   |  |
| 4 | Assignment 2                     | 10          | X                          | X |   |   |   |  |
| 5 | IAT Exam                         | 20          | X                          | X | X | X |   |  |
| 6 | CBT                              | 10          | X                          | X | X | X | X |  |
| 7 | Semester End Examination         | 40          |                            |   |   |   |   |  |

## Recommended Resources

### Text book:

1. "Supply Chain Management: Strategy, Planning, and Operation" by Sunil Chopra and Peter Meindl.

### Reference books:

1. "Operations and Supply Chain Management" by F. Robert Jacobs and Richard B. Chase.
2. "Supply Chain Logistics Management" by Donald J. Bowersox, David J. Closs, and M. Bixby Cooper.

## Readings & Case Analysis

Harvard business review

## Suggested Courses on Coursera

1. <https://www.coursera.org/learn/planning>
2. <https://www.coursera.org/specializations/supply-chain-analytics>

**SEMESTER/YEAR** : VI/ III  
**COURSE CODE** :  
**TITLE OF THE COURSE** : Management Information System  
**L: T: P: C** : 3:1:0:4

### **Overview**

Information and information systems (IS) are critical assets of an organisation and play a fundamental role in the decision-making process of management. It is crucial to comprehend how managers can utilise IS to accomplish organisational objectives. Consequently, this course aims to equip learners with the ability to recognise and resolve managerial issues. Concerns regarding the implementation of IS in organisations. This course is designed to provide an introduction to the fundamentals of information technology from a business standpoint. The aforementioned fundamentals pertain to business concepts that have been modified or introduced to an extent by the impact of information technology. In addition, current technologies that facilitate business decision making are discussed.

### **Course Objectives**

**The objectives of the course are to enable the student to:**

1. In order to recognise and comprehend the function of information systems in a competitive environment.
2. Evaluate how diverse technologies are implemented in the management of a dynamic workplace.
3. Provide an overview of the business concerns associated with information systems.
4. Gain an understanding of the ways in which business value can be generated through the utilisation of Information Technology (IT) support systems, including Enterprise Resource Planning (ERP), Decision Support Systems (DSS).

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>INTRODUCTION TO INFORMATION SYSTEMS</b><br>Concept of Management Information system- management, information, system, Functions and characteristics of MIS, Types of information system-operation support system, management support system, Components of MIS-hardware, software, data resources, network, people, Pyramid Structure of MIS, Data Processing-Data Processing Cycle, MIS vs Data Processing, Digital eco-system in global perspective. | <b>8</b>       |
| <b>Unit II</b>  | <b>DATA RESOURCES</b><br>Database Management System (DBMS) concepts, Models, Intelligence Data systems- Business Intelligence System (BIS), Background to BIS, Business Marketing Intelligence System- Latest Trends in DBMS- Data Warehousing, Data Mining, Web Mining.  | <b>8</b>       |
| <b>Unit III</b> | <b>MIS AND INTERNET</b><br>Internet Revolution-Digital Firm-Internet, intranet, extranet, ERP, SaaS, PaaS, IaaS SCM, e-CRM,SFA, RFID, Internet Induced digital innovation-key characteristics of digital innovation, Digital Transformation, Importance of digital transformation in today's business scenario, Importance of digitization for organization and it's stakeholders.  | <b>10</b>      |
| <b>Unit IV</b>  | <b>IMPLEMENTING INFORMATION SYSTEM</b><br>Planning of implementation, Challenges of implementation, stages of implementation, Implementation process, Approaches to implementation roll out-causes of success and failure of implementation, management support and commitment, level of complexity and risks.  | <b>8</b>       |
| <b>Unit V</b>   | <b>E-BUSINESS APPLICATION</b><br>E-business enterprise and applications, Functional Business systems-Marketing, HR, Finance, Operations, Production, E-commerce-categories, E-payment systems, Challenges and trends in e-commerce, E-commerce and its impact on international business.  | <b>6</b>       |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 2   | 1   | 3   | 4   | -   | -   |
| <b>CO2</b> | 3   | -   | 1   | 2   | 4   | 5   |
| <b>CO3</b> | 4   | 5   | -   | 1   | -   | -   |
| <b>CO4</b> | 5   | -   | -   | 3   | 2   | -   |
| <b>CO5</b> | 2   | 1   | 3   | 4   | 5   | -   |

## Action Based Component

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 3 | Assignment 2                     | 10          |                            |   | X | X |   |  |
| 4 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 5 | CBT                              | 15          | X                          | X | X | X |   |  |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## Recommended Resources

### Textbook :

1. Kamat, N. C., & Zaveri, J. (2011). Management Information System. Mumbai: Himalaya Publishing House.
2. Murthy, C.S.V. (2013). Management Information System: Text and Applications. Mumbai: Himalaya Publishing House.
3. Murthy, C.S.V. (2013). Management Information System (7 ed.). Mumbai: Himalaya Publishing House.
4. O' Brien, J. (2011). Management Information System. New Delhi: Golgotha Publications.
5. Raj, S. (2013). Management Information System. New Delhi: Dorling Kindersley (India) Pvt. Ltd (Pearson).

**SEMESTER/YEAR : VI SEMESTER / III YEAR**  
**COURSE CODE :**  
**TITLE OF THE COURSE : MASSMEDIA**  
**COMMUNICATION**  
**L: T: P: C : 3: 0: 0: 3**

**Overview**

This course explores the role and impact of mass media in contemporary society. Students will examine various forms of media, including print, broadcast, and digital media, and analyze their influence on individuals and society as a whole.

**Course Objectives**

1. To provide students with a comprehensive understanding of the history and development of mass media.
2. To familiarize students with the key concepts and theories in mass media communication.
3. To develop students' critical thinking and analytical skills in evaluating media messages.
4. To examine the social, cultural, and political implications of mass media on society.
5. To prepare students for careers in media-related fields by introducing them to relevant tools and technologies.

**Course Outcomes**

**At the end of this course, students are able:**

1. To describe the evolution of mass media from traditional forms to digital media.
2. To demonstrate an understanding of key theories and concepts in mass media communication, such as agenda-setting and media framing.
3. To develop critical thinking skills by analyzing and evaluating media messages for bias, credibility, and relevance.
4. To discuss the impact of mass media on society, including issues related to media ethics and media effects.
5. To gain practical skills in media production and management, preparing them for careers in journalism, public relations, advertising, or media research.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Readings</li> <li>• Active student participation and class room exercises</li> <li>• Case Analysis collaboratively with student's involvement</li> </ul>  |
| <b>Assessment Strategy</b>  | <p>Students will be assessed on conceptual understanding and it's application of Mass media communication principles by way of:</p> <ul style="list-style-type: none"> <li>• Mini projects,</li> <li>• Submission of assignments</li> <li>• Group assignments</li> <li>• Written Exam</li> </ul> |

**Syllabus**

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction to Mass Media</b><br>Overview of mass media: definition, types, and functions, Historical development of mass media, Theoretical, approaches to understanding mass media, Review of classical and contemporary theories in mass communication, Critical analysis of theoretical frameworks in understanding media effects, Application of theories to current issues in mass media  | 7              |
| <b>Unit II</b>  | <b>Print Media</b><br>Evolution of print media: newspapers, magazines, books, Role of print media in shaping public opinion, Challenges faced by print media in the digital age   | 5              |
| <b>Unit III</b> | <b>Broadcast Media</b><br>History and development of radio and television, Impact of broadcast media on culture and society, Future trends in broadcast media.<br><b>Digital Media</b><br>Rise of digital media: internet, social media, mobile devices, Influence of digital media on communication patterns, Ethics and privacy issues in digital media.  | 7              |
| <b>Unit IV</b>  | <b>Media Effects and Social Change</b><br>Theories of media effects: agenda setting, cultivation, framing, Influence of media on attitudes, beliefs, and behaviours, Role of media in promoting social change and activism.   | 5              |
| <b>Unit V</b>   | <b>Global Media and Communication</b><br>Overview of global media systems and their impact on local cultures, Analysis of media imperialism and cultural homogenization, Case studies on transnational media corporations and their influence.<br><b>Emerging Trends in Mass Media</b><br>Exploration of new media technologies and their implications for society Discussion on the future of journalism, advertising, and public relations, Research projects on innovative media practices and their impact. | 6              |

### COPO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 3   | 2   | 1   | 2   | 2   |
| <b>CO2</b> | 3   | 2   | 2   | -   | -   | 2   |
| <b>CO3</b> | 2   | 3   | -   | 2   | -   | -   |
| <b>CO4</b> | 3   | 2   | 2   | -   | 2   | 2   |
| <b>CO5</b> | 2   | -   | 1   | 2   | 1   | 1   |

### Action Based Component

- Role play on media effects and social changes
- Mini project on company mass media communication.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes |   |   |   |   | Submission day/week (assignments) or length(exam) |
|---|----------------------------------|-------------|-------------------|---|---|---|---|---|
|   |                                  |             | Assessed          | 1 | 2 | 3 | 4 |   |
| 1 | Class Participation              | 5           | X                 | X | X | X | X |   |
| 2 | Assignment 1                     | 10          | X                 | X |   |   |   |   |
| 3 | Assignment 2                     | 10          |                   |   |   | X | X |   |
| 4 | IAT Exam                         | 20          | X                 | X |   |   |   |   |
| 5 | CBT                              | 15          | X                 | X | X | X |   |   |
| 6 | Semester End Examination         | 40          | X                 | X | X | X | X |   |

## Recommended Resources

### Textbooks:

1. McQuail's Mass Communication Theory by Denis McQuail
2. Mass Communication: Living in a Media World by Ralph E. Hanson

### Reference books

1. Mass Communication in India, Keval J Kumar, Jaico Publishing House, Mumbai, 5th Edition
2. Mass Media Communication, B.K. Ahuja, Saurabh Publishing House, Delhi, Latest edition.
3. Mass Communication: Principles and Concepts, Seema Hassan, CBS Publishers & Distributors Pvt Ltd, Bangalore, 2<sup>nd</sup> Edition.
4. The Dynamics of Mass Communication 1994 (McGraw-Hill Series in Communication), Joseph R. Dominick.

## Readings & Case Analysis

- HBPR case studies

## Suggested Courses on Coursera

<https://www.coursera.org/professional-certificates/facebook-social-media-marketing>

<https://www.coursera.org/learn/working-with-the-media>

<https://www.coursera.org/learn/marketing-plan>

**SEMESTER/YEAR** : VI/III  
**COURSE CODE** :  
**TITLE OF THE COURSE** : E-FILLING OF IT & GST RETURNS  
**L: T: P: C** : 2 : 0 : 2 : 3

### Overview

To equip students with the practical skills required for filing of returns under Income Tax and GST laws.

### Course Objectives

1. To create students aware about the concept of GST.
2. To impart knowledge on the basics of GST skills and competencies to provide the participants with necessary inputs for filling GST returns.
3. The course will help students explore how GST works and how it is evaluated.
4. To enable students to know how assessment and return happens in taxation

### Course Outcomes

After completing the course, the student shall be able to:

CO1: know the difference between e-filing and regular filing of Income tax returns and understand the circumstances when e-filing is mandatory.

CO2: understand the basic process of computing taxable income and tax liability, and know about various types of income tax return forms.

CO3: understand the concept of advance payment of tax and tax deduction at source and develop the ability of e-filing of TDS returns.

CO4: become aware of the basic framework and structure of GST, including the meaning of input tax credit and the process of its utilization.

CO5: know about various types of GST returns and their filing.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>● Lectures</li><li>● Readings</li><li>● Active student participation and classroom exercises</li><li>● Case Analysis collaboratively with student's involvement</li></ul>   |
| <b>Assessment Strategy</b>  | Students will be assessed on both conceptual understanding and application of Indirect Tax practices by way of: <ul style="list-style-type: none"><li>● Field Visits</li><li>● Submission of assignments</li><li>● Group assignments</li><li>● Written Exam</li></ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Conceptual Framework: e-Filing</b><br>Meaning of e-filing; difference between e-filing and regular filing of returns; benefits and limitations of e-filing; types of e-filing; e-filing process; relevant notifications.   | 6              |
| <b>Unit II</b>  | <b>Income Tax and e-Filing of ITRs</b><br>Introduction to income tax – basic terminology; types of Assessees; income taxable under different heads; basics of computation of total income and tax liability; deductions available from gross total income; PAN card; due date of filing of income tax return.<br><br>Instructions for filling out form ITR-1, ITR-2, ITR-3, ITR-4, ITR-4S, ITR-5, ITR-6.<br><br>Introduction to Income Tax Portal; preparation of electronic return (practical workshops) | 10             |
| <b>Unit III</b> | <b>TDS and e-Filing of TDS Returns</b><br>Introduction to the concept of TDS; provisions in brief relating to advance payment of tax; schedule for deposit of TDS; schedule for submission of TDS returns; prescribed forms for filing of TDS returns; exemption from TDS – Form 13, 15G, 15H; Practical workshop on e-filing of TDS returns.   | 8              |
| <b>Unit IV</b>  | <b>Conceptual framework of GST</b><br>Introduction to basic concepts of GST: Output tax liability of CGST, SGST, UTGST, IGST, State compensation cess; GST Network; input tax credit utilization; small supplies and composition scheme; schedule for payment of GST; interest/penalty for late/non-filing of return; payment of GST by electronic ledger – electronic liability register, electronic credit ledger, electronic cash ledger.  | 8              |
| <b>Unit V</b>   | <b>Filing of GST Returns</b><br>GST returns: GSTR-1, GSTR-2, GSTR-3, GSTR-4, GSTR-9, GSTR-3B  | 5              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   | 2   | -   | -   | -   |
| <b>CO2</b> | 3   | 2   | 3   | 1   | 1   | -   |
| <b>CO3</b> | 3   | 2   | 3   | -   | 2   | -   |
| <b>CO4</b> | 2   | 1   | 1   | -   | -   | -   |
| <b>CO5</b> | 3   | 2   | 1   | 1   | -   | -   |

## Action Based Component

1. Collect financial statement of a firm and compute the taxable income.

2. Narrate the procedure for calculation of book profits.
3. Prepare list of exempted goods/ services under GST
4. Show the flow chart of GST Suvidha Provider (GST)

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 3 | Assignment 2                     | 10          |                            |   |   | X | X |  |
| 4 | IAT Exam                         | 20          | X                          | X |   |   |   |  |
| 5 | CBT                              | 15          | X                          | X | X | X |   |  |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbooks :

- Bansal, K. M., GST & Customs Law, Taxmann Publication.
- Gupta, S.S., Vastu and Sevakar, Taxmann Publications, 2017
- Singhania V. K , GST & Customs Lax, Taxmann Publication.
- Singhania, Vinod K. and Singhania Monica. Students' guide to Income Tax. University Edition. Taxmann Publications Pvt Ltd., New Delhi.
- Sisodia Pushpendra, GST Law, Bharat Law House.

#### Reference books

- Ahuja, Girish, Gupta Ravi, GST & Customs Law.
- Ahuja. Girish. and Gupta. Ravi. Systematic Approach to Income Tax. Bharat Law House, Delhi.
- Babbar, Sonal, Kaur, Rasleen and Khurana, Kritika. Goods and Service Tax (GST) and Customs Law. Scholar Tech Press.

### Readings & Case Analysis

#### Harvard Business Review Cases

### Suggested Courses on Coursera

[https://onlinecourses.swayam2.ac.in/nou24\\_cm01/preview](https://onlinecourses.swayam2.ac.in/nou24_cm01/preview)

<https://www.coursera.org/professional-certificates/pwc-gst-taxation-executive>

**SEMESTER/YEAR** : VI/III  
**COURSE CODE** :  
**TITLE OF THE COURSE** : **PERSONAL BRANDING & NETWORKING**  
**L: T: P: C** : **2:0:0:2**

### Overview

This course explains the concepts of personal branding and networking in the digital age. Students will learn how to develop and manage their personal brand, create an online presence, and leverage networking opportunities for career advancement. The course will also cover strategies for building professional relationships and effective communication in a business context.

### Course Objectives

- To understand the concept and importance of personal branding in today's competitive environment.
- To develop skills for creating and maintaining a strong personal brand.
- To explore various online platforms and tools for building an effective online presence.
- To learn strategies for networking and building professional relationships.
- To enhance communication skills for effective networking and career advancement.

### Course Outcomes

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• This course will be delivered through a combination of lectures, case studies, group discussions, and hands-on activities. Guest speakers from the industry may also be invited to share their insights and experiences. Assignments and projects will provide students with opportunities to apply the concepts learned in real-world scenarios.</li></ul> |
| <b>Assessment Strategy</b>  | Participants in the Personal Branding and Networking course will be assessed through <ul style="list-style-type: none"><li>• Class Participation</li><li>• Attendance</li><li>• Assignment</li><li>• Semester End Examination</li></ul>   |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction to Personal Branding</b><br>Definition and importance of personal branding, building a personal brand strategy, personal branding in the digital age.                                 | 2              |
| <b>Unit II</b>  | <b>Creating an Online Presence</b><br>Online platforms for personal branding, developing a professional online profile, managing and maintaining an online presence.                                  | 2              |
| <b>Unit III</b> | <b>Networking Fundamentals</b><br>Understanding networking and its benefits, strategies for effective networking, building and nurturing professional relationships.                                  | 2              |
| <b>Unit IV</b>  | <b>Communication Skills for Networking</b><br>Effective communication techniques, developing an elevator pitch, networking etiquette and best practices.  | 2              |
| <b>Unit V</b>   | <b>Leveraging Networking for Career Advancement</b><br>Using networking for job search and career growth, building a personal network of mentors and influencers, networking in professional settings | 2              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   | 1   | -   | -   | -   |
| <b>CO2</b> | -   | -   | 3   | -   | 2   | -   |
| <b>CO3</b> | 2   | -   | -   | 3   | -   | -   |
| <b>CO4</b> | -   | 3   | -   | -   | -   | 2   |
| <b>CO5</b> | -   | -   | 2   | 1   | -   | -   |

## Action Based Component

- Personal Branding Project:** Create a personal branding strategy including developing a professional online presence, crafting an elevator pitch, and networking plan.
- Networking Event:** Organize and participate in a networking event where they can practice their networking skills and build professional connections.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |  |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   |   | X | X |  |
| 5 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 6 | CBT                              | 10          |                            |   | X | X | X |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## Recommended Resources

### Textbook:

1. "Personal Branding For Dummies" by Susan Chritton

### Reference books

1. "Me 2.0: Build a Powerful Brand to Achieve Career Success" by Dan Schawbel
2. "Brand You: Turn Your Unique Talents into a Winning Formula" by John Purkiss
3. "Networking Like a Pro: Turning Contacts into Connections" by Ivan Misner

## Readings & Case Analysis

- Readings from "The Brand Called You" by Tom Peters
- Case study: "Building a Personal Brand in the Digital Age"

## Suggested Courses on Coursera

1. Personal Branding: Crafting Your Social Media Presence by Northwestern University
2. Networking and Volunteerism for Career Success by Northwestern University

**SEMESTER/YEAR : VII/IV**

**COURSE CODE :**

**TITLE OF THE COURSE : CONSUMER PROTECTION & CYBER LAW**

**L: T: P: C : 4: 0: 0: 4**

### Overview

The purpose of this course is that the students will be able to understand about civil wrong and what constitutes to nuisance in a society. Consumer Protection helps the students to understand about the legal aspects of consumerism in the present scenario. In terms of Cyber law it is to educate aspiring students to learn about the various problems tackled in cyber space and the laws made to prevent crimes from happening in cyber space.

### Course Objectives

- To develop an understanding on various legal aspects of consumer protection and government bodies associated with consumer protection.
- To educate students on the various rights and responsibilities of consumers
- To understand the provisions of law and know the legal remedies related to business.
- To introduce the concepts related to cyber space and cyber law in general.
- To clarify the intellectual property issues in the cyber space and development of law towards the various facets of cyber crimes.

### Course Outcomes

- To understand the principles of consumer protection act and filing of consumer cases when there is defect in goods or deficiency in services.
- Able to identify consumer disputes, formulate and recommend solutions towards consumer disputes.
- To evaluate the contemporary developments in the field of consumer protection.
- Able to examine the impact of cyber warfare on privacy, social networking sites and intellectual property issues in the cyber space and development of law in this regard.
- Able to familiarize various aspects of cyber law in general and Information technology Act 2000.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• Lectures</li><li>• Readings</li><li>• Active student participation and class room exercises</li><li>• Case Analysis collaboratively with students' involvement</li></ul>  |
| <b>Assessment Strategy</b>  | Participants will be assessed on both conceptual understanding and business application of Marketing practices by way of: <ul style="list-style-type: none"><li>• Mini projects,</li><li>• Submission of assignments</li><li>• Group assignments</li><li>• Written Exam</li></ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>History and Evolution of Consumerism</b> - Concept of Consumer protection, Need for Consumer protection, Methods of Consumer protection, Measures for Consumer protection in India, Salient features of Consumer protection Act 1986. Consumer roles and rights under the MRTP Act.   | 8              |
| <b>Unit II</b>  | <b>The Consumer Protection Act, 1986 (CPA)</b> - Basic Concepts: Consumer, goods, service, defect in goods, deficiency in service, spurious goods and services, unfair trade practice, restrictive trade practice. Recent developments in consumer protection in india.  | 7              |
| <b>Unit III</b> | <b>Organizational set-up and Grievance Redress Mechanism under the Consumer Protection Act</b> - Advisory Bodies: Consumer Protection Councils at the Central, State and District Levels, Basic Consumer Rights; Adjudicatory Bodies: District Forums, State Commissions, National Commission: Their Composition, Powers, and Jurisdiction. Who can file a complaint? Grounds of filing a complaint; Limitation period; Procedure for filing and hearing of a complaint; Disposal of cases, Relief/Remedy to be provided | 9              |
| <b>Unit IV</b>  | <b>Introduction to Cyber law, Cyber space &amp; Cyber crimes</b> – Defining cyber laws, Need for cyber law, Fundamentals of cyber space, Understanding of Cyber space. Interface of technology and law. Cyber crimes – E-mail hacking and snooping, E-mail frauds and phishing, cyber terrorism, cyber regulations.  | 8              |
| <b>Unit V</b>   | <b>Intellectual Property Rights and Cyber Space</b> – IPR issues and Cyber space-The Indian perspective, Copy right law and Cyber space, Trade mark law, Cyber contract and Information technology Act 2000. Recent developments in Information technology.  | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 1   | 3   | -   | -   | 2   | 1   |
| <b>CO2</b> | 2   | -   | 1   | -   | 3   | -   |
| <b>CO3</b> | 2   |     | 3   | 2   | -   | -   |
| <b>CO4</b> | 3   | 3   | -   | -   | -   | 3   |
| <b>CO5</b> | -   | 1   | 3   | 3   | -   | 3   |

## Action Based Component

- To associate students to form Consumer club and conduct seminars, role plays to create awareness on consumer rights and consumer protection.
- Assign students to draft proposed legislation or regulations addressing specific legal issues in cyberspace, such as data privacy, cybersecurity, online content moderation, or digital copyright.

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |  |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   | X | X |   |  |
| 5 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 6 | CBT                              | 10          | X                          | X | X |   |   |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbook :

1. Taxmann's Consumer Protection Law & Practice – Comprehensive guide to Consumer Protection Laws in India, comprising of commentary (275+ pages) & statutes (Acts, Rules, Regulations, etc.) | 2024 edition Author Taxmann
2. Consumer Protection Law; 2<sup>nd</sup> edition 2020; Asia Law House Publication ; Author: Dr. S.R.Myneni.
3. CYBER LAW ( Information Technology Act) LEADING CASES & MATERIALS, January 2024 by DR. ASHOK K. JAIN (Author); Ascent Publications.
4. Universal's Cyber Laws by Pavan Duggal [HB] (English, Hardcover, Pawan Duggal) 2023 ( 3TH ED 2023 ) [Hardcover] DR PAVAN DUGGAL Hardcover – 1 January 2023; Law Books
5. Premier's, Cyber Laws by Dr. Gupta & Agrawal ; Edition 2023 [Hardcover] Dr. Gupta & Agrawal by Dr. Gupta & Agrawal | 1 January 2023.

#### Reference books

1. Lectures on Cyber Laws by L. Padmavati | 1 January 2022; Asia Law House 1st Edition
2. Information Technology & Cyber Law by Krishna Pal Malik | 1 January 2023 Allahabad Law Agency Faridabad.
3. Digest on The Consumer Protection Act, 2019 (1993-2023) by Prof.Jai S.Singh LL.B. LL.M. Ph.D. | 1 January 2024 Lexman (PPH).

4. Sengupta's Consumer Protection Act, 2019 - Latest 2024 EDITION Kamal Law House by Sengupta's | 22 March 2024

### **Readings & Case Analysis**

1. Consumer Protection Judgments (CPJ) (Relevant cases reported in various issues)
2. Recent issues of magazines: International Journal on consumer law and practice, National Law School of India University, Bengaluru.
3. Appudurai, Janaletchumi and Ramalingam, Chitra L. (2007) "Computer Crimes: A Case Study of What Malaysia Can Learn from Others?," *Journal of Digital Forensics, Security and Law*: Vol. 2

### **Suggested Courses on Coursera**

1. <https://www.coursera.org/specializations/cyber-security-technology-governance>
2. <https://www.coursera.org/specializations/introduction-intellectual-property>

**SEMESTER/YEAR** : VII/IV  
**COURSE CODE** :  
**TITLE OF THE COURSE** : **Mergers and Acquisition**  
**L: T: P: C** : **4: 0: 0:4**

### Overview

Mergers and Acquisitions (M&A) refer to the consolidation of companies or assets through various financial transactions. These transactions can include mergers, acquisitions, consolidations, tender offers, and asset purchases. M&A activities are prevalent across industries and are driven by various strategic objectives, including market expansion, diversification, synergies, and cost efficiencies.

### Course Objectives

1. To understand various concepts and terminologies used in mergers and acquisition.
2. To explain and critically evaluate M&A with its different classifications, strategies, theories, synergy etc.
3. To apply and analyse financial evaluation and accounting aspects of M&A

### Course Outcomes

At the end of the course the student will be able to:

1. Understand M&A with its different classifications, strategies, theories, synergy etc.
2. Conduct financial evaluation of M&A
3. Analyse the results after evaluation
4. Critically evaluate different types of M&A, takeover and antitakeover strategies

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>● Lectures</li> <li>● Readings</li> <li>● Active student participation and classroom exercises</li> <li>● Case analysis collaborative with students' involvement<br/>Participants will be assist on both conceptual understanding and business application of finance practices by way of:</li> </ul> |
| <b>Assessment Strategy</b>  | <ul style="list-style-type: none"> <li>● Mini projects</li> <li>● Submission of assignments</li> <li>● Group assignments</li> <li>● Written exams.</li> </ul>  |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Mergers and Acquisitions(M &amp; A)</b> Introduction of M & A: Meaning-types of mergers–Merger Motives-Theories of Mergers-Mergers and industry life cycle, Reasons for failures of M & A-synergy-types of synergy–value creation in M&A-SWOT analysis-BCG matrix. (Theory).   | 6              |
| <b>Unit II</b>  | <b>Merger Process</b><br>Procedure for effecting M & A-Five-stage model–Due diligence–Types, process and challenges of due diligence-HR aspects of M & A–Tips for successful.   | 7              |
| <b>Unit III</b> | <b>Financial Evaluation of M &amp; A</b><br>Merger as a capital budgeting-Business valuation approaches-asset based, market based and income-based approaches-Exchange Ratio (Swap Ratio)-Methods of determining exchange rate. (Theory and Problems)   | 9              |
| <b>Unit IV</b>  | <b>Accounting aspects of Amalgamation</b><br>Types of amalgamations (Amalgamation in the nature of merger and amalgamation in the nature of purchase)- Methods of Accounting-Pooling of interest method and Purchase method)– Calculation of purchase consideration Journal entries in the books of transferor & transferee company-Ledger accounts in the books of transferor and transferee companies. (Theory and Problems). | 9              |
| <b>Unit V</b>   | <b>Acquisitions/Takeovers</b><br>Meaning and types of acquisition/takeovers (Friendly and Hostile takeovers)-Anti-takeover strategies-Anti takeover amendments-Legal aspects of M & A-Combination and Competition Act-2002Competition Commission of India (CCI)-The SEBI Substantial Acquisition of Shares and Takeover (Takeover code-2011). (Theory).   | 9              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 3   | 3   | -   | -   | -   |
| <b>CO2</b> | 3   | 2   | 3   | -   | -   | -   |
| <b>CO3</b> | 3   | 3   | 2   | -   | -   | -   |
| <b>CO4</b> | 3   | 3   | 3   | -   | -   | -   |
| <b>CO5</b> | 3   | 3   | 3   | 3   | -   | -   |

## Action Based Component

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           |                            |   |   |   |   |  |
| 2 | Attendance                       | 5           | X                          | X |   |   |   |  |
| 3 | Assignment 1                     | 10          |                            |   | X | X |   |  |
| 4 | Assignment 2                     | 10          | X                          | X | X |   |   |  |
| 5 | IAT Exam                         | 20          |                            |   |   |   |   |  |
| 6 | CBT                              | 10          | X                          | X | X |   |   |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbook:

1. Mergers Acquisitions & Corporate Restructuring - Strategies & Practices, Rabi Narayan Kar and Minakshi.

#### Reference books

2. Mergers, Acquisitions and Takeovers, H.R.Machiraju.
3. Mergers, Acquisitions and Corporate Restructuring: Text and Cases, Chandrashekar, Krishnamurti & Vishwanath S

### Readings & Case Analysis

1. <https://ijrpr.com/uploads/V5ISSUE1/IJRPR21631.pdf>

### Suggested Courses on Coursera

1. <https://www.coursera.org/specializations/mergersandacquisitions>
2. <https://www.coursera.org/learn/mergers-acquisitions-ma-deal>

**SEMESTER/YEAR** : VII/IV  
**COURSE CODE** :  
**TITLE OF THE COURSE** : **ORGANIZATIONAL CHANGE AND DEVELOPMENT**  
**L: T: P: C** : **4: 0: 0: 4**

### Overview

The topics of this course are how organisations change and how to be an agent of change within an organisation. The behavioural theory of how people and organisations change is emphasised, along with the forces driving change, the steps involved in implementing change, and the traits and abilities of effective change agents. Finally, it will assist students better understand the change agendas of the companies they will be entering and help them get ready for their roles as change agents and implementers.

### Course Objectives

- To provide you with an opportunity to become familiar with the basic theories of “change management”.
- To develop an awareness and fundamental knowledge of the need for change, why organizations change or fail to change, and how to plan for, manage and measure change.
- To understand awareness of the behavioural change in organization.
- To help further develop and Organizational Development in public and Private Enterprises.
- To develop an awareness on ethical issues associated with change and organisational development.

### Course Outcomes

- Developing a basic understanding and appreciation for the issues and conditions creating the need for change in modern organizations.
- Learning how to apply some of the key concepts and tools organizational development and change leadership and management.
- Developing an understanding of the strategic role of change in the organization and the impact of change (or failure to change) on organizational performance
- Learning how to apply a basic change management process in an organization
- Exploring some of the ethical issues associated with change and organizational development.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Readings</li> <li>• Active student participation and class room exercises</li> <li>• Case Analysis collaboratively with students’ involvement</li> </ul>  |
| <b>Assessment Strategy</b>  | <p>Students will be assessed on both conceptual understanding and business application of HR practices by way of:</p> <ul style="list-style-type: none"> <li>• Mini projects,</li> <li>• Submission of assignments</li> <li>• Group assignments</li> <li>• Written Exam</li> </ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Organizational Change:</b> Concept and Significance; Managing Change; Concept of Analyzing the Environment; Perspectives on Change: Contingency; Resource Dependence; Population Ecology; Implications of Change.  | 7              |
| <b>Unit II</b>  | <b>Types of Change:</b> Continuous or Incremental Change; Discontinuous or Radical Change; Participate Change and Directive Change; Change Levers; Levels of Change: Knowledge Changes; Attitudinal Changes; Individual Behaviour Changes and Organizational Performance Changes.             | 8              |
| <b>Unit III</b> | <b>Implementing Change:</b> Steps-Assembling a Change; Management in Establishing a New Direction for the Organization; Setting up of Change Teams; Aligning Structure; Systems and Resources; Removing Road Blocks; Absorbing Changes into Organization                                      | 9              |
| <b>Unit IV</b>  | <b>HR and Technological change:</b> Introduction special features of new technology; organizational implications of technological change; Emerging profile HR; Employee Empowerment, Emotional Intelligence and employee productivity; Managing work stress                                   | 8              |
| <b>Unit V</b>   | <b>Organizational Development (OD):</b> Concept and Evolution; OD Interventions: Diagnostic Activities; Team Building; Sensitivity Training; Third Party and Inter Group Interventions; Educational and Structural Interventions; Indian Experiences of OD in Public and Private Enterprises. | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 3   | 3   | 3   | 2   | 2   |
| <b>CO2</b> | 2   | 3   | 3   | 3   | 3   | 2   |
| <b>CO3</b> | 3   | 3   | 2   | 3   | 3   | 2   |
| <b>CO4</b> | 2   | 2   | 1   | 2   | 2   | 1   |
| <b>CO5</b> | 2   | 1   | 2   | 2   | 2   | 1   |

## Action Based Component

- Mini projects on Organizations' change and Development
- Preparation of Role play and Group discussion on OCD

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length(exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|---|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |   |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |   |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |   |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |   |
| 4 | Assignment 2                     | 10          |                            |   | X | X |   |   |
| 5 | IAT Exam                         | 20          | X                          | X |   |   |   |   |
| 6 | CBT                              | 10          | X                          | X | X |   |   |   |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |   |

### Recommended Resources

#### Textbook:

1. S. S. Chanda (2006) Organizational Behaviour S. Chand Publishing house.
2. KCS Ranganayakulu (2006) Organizational Behaviour Atlantic Publishers,

#### Reference books

1. V.G. Kondalkar (2007) Organizational Behaviour, New Age Publication House
2. M. N. Mishra (2009) Organizational Behaviour Vikas Publishing House
3. Harsh Patha (2010) Organizational Change, Pearson Publications
4. French Wendell (2017) Organisational Development Behavioral Science Intervention for organizational Improvement Pearson Publication
5. Gully Babu (2017) organizational change Gully Baba Publishing House

### Readings & Case Analysis

- Case Studies for Harvard Business Publishing Review (HBPR)

### Suggested Courses on Coursera

- <https://www.coursera.org/learn/removing-barriers-to-change>
- <https://www.coursera.org/specializations/influencing-storytelling-change-management>
- <https://www.coursera.org/learn/change-management>
- <https://www.coursera.org/specializations/strategic-leadership-impact-change-decision-making>

**SEMESTER/YEAR** : VII/IV  
**COURSE CODE** :  
**TITLE OF THE COURSE: BASICS OF ECONOMETRICS**  
**L: T: P: C** : 4: 0: 0: 4

**Overview**

This course provides a comprehensive introduction to basic econometric concepts and techniques. It covers statistical concepts of hypothesis testing, estimation and diagnostic testing of simple and multiple regression models. The course also covers the consequences of and tests for misspecification of regression models.

**Course Objectives**

The present course explains the basic principles of econometrics and expertise in estimating standard (general) econometrics models to present a variety of real problems.

**Course Outcomes**

- To understand and identify the importance of econometric modeling
- Ability to perform statistical analyses on a broad knowledge and hypothesis testing
- Understanding of the causality concept and linear regression modeling
- Basic knowledge of the statistical foundations of regression analysis with OLS
- Basic knowledge on detection and treat violations of OLS assumptions

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Readings</li> <li>• Active student participation and class room exercises</li> <li>• Statistical Analysis</li> </ul>   |
| <b>Assessment Strategy</b>  | <p>Participants will be assessed on both conceptual understanding and business application of econometrics models by way of:</p> <ul style="list-style-type: none"> <li>• Mini projects,</li> <li>• Submission of assignments</li> <li>• Group assignments</li> <li>• Written Exam</li> </ul> |

**Syllabus**

| Units         | Syllabus Details  | Teaching Hours |
|---------------|---|----------------|
| <b>Unit I</b> | <p><b>Introduction</b></p> <p>Nature and scope of Econometrics; Economic theory and mathematical economics; Methodology of econometrics; Uses of econometrics</p> | 6              |



|   |                                    |    |   |   |   |   |   |  |
|---|------------------------------------|----|---|---|---|---|---|--|
| 1 | Class Participation and Attendance | 5  | X | X | X | X | X |  |
| 2 | Assignment 1                       | 10 | X | X |   |   |   |  |
| 3 | Assignment 2                       | 10 |   |   | X | X |   |  |
| 4 | IAT Exam                           | 20 | X | X | X |   |   |  |
| 5 | CBT                                | 15 | X | X | X |   |   |  |
| 6 | Semester End Examination           | 40 | X | X | X | X | X |  |

### **Recommended Resources**

#### **Textbook**

1. Damodar N. Gujarathi: Basic Econometrics, New Delhi: Tata McGraw Hill.

#### **Reference books**

1. Jeffery Wooldridge: Introductory Econometrics, Cengage Publisher
2. Christopher Dougherty, Introduction to Econometrics, Oxford University Press

### **Problem Analysis**

Problem set assignments will be shared and students are required to create data analysis using the statistical software

### **Suggested Courses on NPTEL**

2. Introduction to Econometric Modelling (<https://nptel.ac.in/courses/110105053>)

**SEMESTER/YEAR** : VII/ IV  
**COURSE CODE** :  
**TITLE OF THE COURSE** : **International Business Law and Arbitration**  
**L: T: P: C** : **3:1:0:4**

### Overview

This course is exclusively designed to teach students about international law and arbitration. This course equips students with an in-depth understanding of the relevance of public international law for the operation of the business sector as well as of the ways of reconciling so called conflicts of laws to facilitate business transactions worldwide. Students also learn the principles and actors engaged in the making of public international law and how those impact private international law. References to key treaties, conventions, doctrines, rules and principles, as well as leading cases, are also discussed. Also, there are two more goals for this course: (1) provide you with groundwork theory in international commercial arbitration; and (2) work with you to develop effective written and oral advocacy skills. The course uses an interactive workshop format and focuses on the practical application of arbitration theory to two specific factual scenarios (case studies).

### Course Objectives

- To introduce the students to various Business Regulations and familiarize them with common Issues of business in the day today business scenario.
- To train the students in the latest law aspects and introduce them to real world scenario through case studies.
- Understand the legal framework that governs domestic and international arbitration.
- Develop skills for negotiating arbitration agreements.
- Understand the rules and doctrines that govern international arbitration and the considerations that are essential for making strategic decisions in representing parties in international arbitration

### Course Outcomes

On successful completion of the course, the student should be able to:

- Discuss critically the basic principles and doctrines of public international law and evaluate their relevance today.
- Relate the principles of the WTO legal framework and its implications for business activity in international context.
- Explain the impact of public and private international law on international business.
- Critically evaluate the main approaches to competition and unfair trade that influence today's business, including the EU and the US context.
- Summarize the rules and doctrines that govern international arbitration and the considerations that are essential for making strategic decisions in representing parties in international arbitration

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• Lectures</li><li>• Readings</li><li>• Active student participation and classroom exercises</li><li>• Case Analysis collaboratively with students' involvement</li></ul> |
|-----------------------------|---|

|                            |  |
|----------------------------|--|
| <b>Assessment Strategy</b> | <p>Participants will be assessed on both conceptual understanding and business application of International Business Law by the way of:</p> <ul style="list-style-type: none"> <li>● presentations</li> <li>● Submission of assignments</li> <li>● Group discussion</li> <li>● Written Exam</li> </ul> |
|----------------------------|--|

### Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>International Business, Drivers of International Business</b><br>Benefits of International Business, Scope of International Business, Difference between domestic and international business   | 6              |
| <b>Unit II</b>  | <b>Globalisation</b><br>Meaning of Globalisation, Benefits of Globalisation, Criticisms of Globalisation, MYTHS about Globalization, Stages of Globalisation, Risks in Global Business, Issues in Global Business, Globalisation and International Trade, Globalisation and Financial Markets, Globalization, Income Inequality and Poverty, Globalisation and Strategic Management | 8              |
| <b>Unit III</b> | <b>Foreign Trade Policy and Procedures</b><br>Introduction to Foreign Trade Policy – Institutional Framework for Export Promotion – Export Incentives and Facilities – EPZ/FTZ/100% EOUs – Quality Control for Exports – Export Prospects for Select Products and Services  | 8              |
| <b>Unit IV</b>  | <b>Multinational Enterprises (MNEs) and Foreign Direct Investment (FDI)</b><br>Multinational Enterprises (MNEs) and Foreign Direct Investment Trends in Global FDI – Trends in FDI with reference to India – Issues with MNEs - Taxation, Restrictive Trade Practices, Currency, Jurisdiction and Technology Transfer   | 8              |
| <b>Unit V</b>   | <b>Institutional Environment</b><br>Institutional Environment – Pre WTO-Scenario, difference between GATT and WTO – Trade Related Institutions - WTO and UNCTAD – WTO - Basic Principles, various agreements, Functions and Areas of Operations, Dispute Settlement<br>Mechanism (rules and procedures) – IMF, IBRD, ADB<br>– Commodity Agreements                                  | 10             |

### CO-PO Mapping

|             | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|-------------|-----|-----|-----|-----|-----|-----|
| <b>CO 1</b> | 2   | 2   | 1   | 2   | 2   | 2   |
| <b>CO 2</b> | 3   | 1   | 2   | 1   | 1   | 1   |

|      |   |   |   |   |   |   |
|------|---|---|---|---|---|---|
| CO 3 | 2 | 1 | 2 | 2 | 1 | 2 |
| CO 4 | 1 | 2 | 2 | 1 | 1 | 1 |
| CO 5 | 2 | 1 | 1 | 1 | 2 | 1 |

### Action Based Component

- Case study / Debate / Group discussion

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |  |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   | X | X |   |  |
| 5 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 6 | CBT                              | 10          | X                          | X | X |   |   |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbook:

1. International Business, Global Edition, John D. Daniels, Lee H. Radebaugh, Daniel Sullivan, 17<sup>th</sup> edition, 2021, Pearson.
2. The Oxford Handbook of International Business, Alan M. Rugman, 2<sup>nd</sup> edition, 2010, Oxford University Press.

#### Reference books

1. International business, Charles W. L. Hill, G. Tomas M. Hult, Rohit Mehtani, 11<sup>th</sup> edition, 2018, McGraw Hill publication.
2. International business, Shad Morris; James Oldroyd, Ram Singh, 3rd edition, 2022, Wiley publication.
3. International Arbitration: Law and Practice, Gary B Born, 2<sup>nd</sup> edition, 2015, Wolters Kluwer

### Readings & Case Analysis

1. Harvard Business Review
2. MIT Sloan Management Review

### Suggested Courses on Coursera

1. <https://www.coursera.org/learn/international-business>
2. <https://www.coursera.org/specializations/international-business>
3. <https://www.coursera.org/specializations/mba>
4. <https://www.coursera.org/learn/arbitration-international-disputes>
5. <https://www.coursera.org/learn/international-law-in-action>

**SEMESTER/YEAR** : VII/IV  
**COURSE CODE** :  
**TITLE OF THE COURSE** : **INSURANCE & RISK MANAGEMENT**  
**L: T: P: C** : **4: 0: 0: 4**

**Overview**

This course introduces students to the fundamental concepts and practices of risk management and insurance. It covers various types of risks, risk assessment techniques, insurance principles, and the management of insurance companies. The course also explains emerging trends in risk management and insurance in the context of globalization and technological advancements.

**Course Objectives**

- To provide students with a comprehensive understanding of risk management principles and practices.
- To familiarize students with the various types of insurance and the role of insurance in risk mitigation.
- To develop students' skills in risk assessment, evaluation, and management.
- To analyze the impact of globalization and emerging technologies on risk management and insurance practices.

**Course Outcomes**

- To define and classify different types of risks.
- To apply risk assessment techniques such as brainstorming, SWOT analysis, and risk registers.
- To evaluate risks using qualitative and quantitative methods.
- To implement risk management strategies including risk avoidance, mitigation, transfer, and acceptance.
- To explain the principles of underwriting and claims management in insurance.
- To analyze the impact of globalization, cyber risks, and sustainability on risk management and insurance practices.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Readings</li> <li>• Active student participation and class room exercises</li> <li>• Case Analysis collaboratively with students' involvement</li> </ul>                            |
| <b>Assessment Strategy</b>  | <p>Participants in the Risk Management and Insurance course will be assessed through</p> <ul style="list-style-type: none"> <li>• Class Participation</li> <li>• Attendance</li> <li>• Assignment</li> <li>• Semester End Examination</li> </ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Introduction to Risk Management</b><br>Definition of Risk, Risk and Uncertainty-Types of Risk-Burden of Risk-Sources of Risk-Methods of handling Risk-Degree of Risk-Management of Risk.  | 8              |
| <b>Unit II</b>  | <b>Risk Analysis and Evaluation</b><br>Risk identification techniques-Brainstorming, Risk registers, SWOT analysis; Risk measurement - Qualitative risk analysis, Quantitative risk analysis, Risk scoring; Risk evaluation techniques - Risk matrix, Decision trees, Cost - benefit analysis; Risk management strategies- Risk avoidance, Risk mitigation, Risk transfer, Risk acceptance.                                | 8              |
| <b>Unit III</b> | <b>Introduction to Insurance</b><br>Risk and Insurance- Definition and Basic Characteristics of Insurance - Insurance vs. Gambling - Insurance vs. Hedging Types of Insurance. Indian Insurance Industry -Historical Framework of Insurance, Insurance sector Reforms in India. IRDA-Duties and powers of IRDA-IRDA Act 1999.  | 8              |
| <b>Unit IV</b>  | <b>Management of Insurance Companies</b><br>Functions and Organization of Insurers- Types of Insurance Organization, Organizational Structure of Insurance Companies-Functions of Insurers. Underwriting-Principles of Underwriting, Underwriting in Life Insurance, Underwriting in non-life Insurance. Claims Management-Claim Settlement in General Insurance-Claim Settlement in Life Insurance.                       | 8              |
| <b>Unit V</b>   | <b>Emerging Trends in Risk Management and Insurance</b><br>Globalization and its impact on risk management - Multinational insurance programs - Political risk insurance, Cyber risk and insurance - Cyber risk assessment - Cyber insurance coverage, Sustainable and ethical risk management practices - Environmental, Social, and Governance (ESG) considerations- Corporate social responsibility in risk management. | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 2   | -   | -   | -   | 2   | -   |
| <b>CO2</b> |     | 2   | 1   | 1   | -   | -   |
| <b>CO3</b> | 1   | -   | -   | -   | 2   | -   |
| <b>CO4</b> | 2   | 3   | -   | 2   | -   | -   |
| <b>CO5</b> | 2   | -   | 2   | 2   | 2   | -   |

## Action Based Component

- Risk management simulation exercise. Students should be divided into groups and tasked with managing a simulated scenario involving various types of risks, such as financial, operational, and strategic risks. Students should analyze the scenario, identify potential risks, develop risk management strategies, and make decisions to mitigate or transfer risks.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |  |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 4 | Assignment 2                     | 10          |                            |   |   | X | X |  |
| 5 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 6 | CBT                              | 10          |                            |   | X | X | X |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## Recommended Resources

### Textbook:

1. Principles of Risk Management and Insurance by George E. Rejda, 14<sup>th</sup> Edition, 2014.

### Reference books

1. Risk Management and Insurance by Harrington and Niehaus
2. Principles of Insurance by M. N. Mishra

## Readings & Case Analysis

### Articles from the Journal of Risk and Insurance:

- "Risk Management Strategies in the Insurance Industry" by John Doe
- "Emerging Trends in Global Risk Management" by Jane Smith

### Case studies:

- "Managing Cyber Risks: Lessons from the Equifax Data Breach"

## Suggested Courses on Coursera

- Fundamentals of Risk Management by University of London & SOAS University of London

**SEMESTER/YEAR : VII/IV**

**COURSE CODE :**

**TITLE OF THE COURSE: Sustainability and Green Supply Chain Management**

**L: T: P: C : 4:0:0:4**

### Overview

This course provides an in-depth examination of sustainability principles and practices within the context of supply chain management. Students will explore the environmental, social, and economic dimensions of sustainability and learn how to integrate sustainable practices into supply chain strategies and operations. Topics include sustainable sourcing, green procurement, carbon footprint reduction, waste minimization, and ethical considerations in supply chain decision-making.

### Course Objectives

The objectives of the course are to enable the student to:

- Understand the concept of sustainability and its relevance to supply chain management.
- Explore the environmental, social, and economic dimensions of sustainable supply chain management.
- Analyze the benefits and challenges of implementing green supply chain practices.
- Identify strategies for integrating sustainability into supply chain strategies and operations.
- Develop critical thinking and problem-solving skills in the context of sustainable supply chain management.

### Course Outcomes

- Understand the Concept and Significance of Sustainability
- Analyze the Environmental, Social, and Economic Dimensions of Sustainability
- Evaluate Benefits and Challenges of Implementing Green Supply Chain Practices
- Identify Strategies for Integrating Sustainability into Supply Chain Operations
- Develop Critical Thinking and Problem-Solving Skills in Sustainable Supply Chain Contexts

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• Lectures</li><li>• Discussions</li><li>• Case Studies</li><li>• Group Projects</li></ul>  |
| <b>Assessment Strategy</b>  | Participants will be assessed on both conceptual understanding and business application of finance practices by way of: <ul style="list-style-type: none"><li>• Mini projects,</li><li>• Submission of assignments</li><li>• Group assignments</li><li>• Written exam</li></ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Introduction to Sustainability and Green Supply Chain Management</b><br>Definition and significance of sustainability, Overview of green supply chain management, Business case for sustainability in supply chains.  | 8              |
| <b>Unit II</b>  | <b>Environmental Sustainability in Supply Chains</b><br>Life cycle assessment (LCA) and environmental impact analysis, Strategies for reducing carbon emissions and energy consumption, Sustainable packaging and materials management.  | 8              |
| <b>Unit III</b> | <b>Social Sustainability and Ethical Considerations</b><br>Stakeholder engagement and community relations, Labor rights and working conditions in supply chains, Ethical sourcing and fair trade practices.  | 7              |
| <b>Unit IV</b>  | <b>Sustainable Sourcing and Procurement</b><br>Sustainable sourcing strategies and supplier selection criteria, Green procurement practices and supplier partnerships, Certification schemes and standards for sustainable sourcing.   | 8              |
| <b>Unit V</b>   | <b>Green Logistics and Transportation</b><br>Sustainable transportation modes and route optimization, Green warehouse design and operations, Reverse logistics and product end-of-life management.<br><b>Implementing Sustainability Initiatives</b><br>Change management and stakeholder buy-in, Metrics and performance indicators for tracking sustainability progress, Case studies and best practices in sustainable supply chain management. | 9              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 3   | 1   | -   | -   | -   |
| <b>CO2</b> | 2   | 3   | 2   | -   | -   | -   |
| <b>CO3</b> | -   | 3   | 2   | -   | -   | -   |
| <b>CO4</b> | 1   | 1   | 3   | -   | -   | -   |
| <b>CO5</b> | -   | 2   | 2   | -   | -   | -   |

## Action Based Component

- Practical exposure on green procurement practices in supply chain management.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X |   |   |   |  |
| 3 | Assignment 1                     | 10          |                            |   | X | X |   |  |
| 4 | Assignment 2                     | 10          | X                          | X |   |   |   |  |
| 5 | IAT Exam                         | 20          | X                          | X | X | X |   |  |
| 6 | CBT                              | 10          | X                          | X | X | X | X |  |
| 7 | Semester End Examination         | 40          |                            |   |   |   |   |  |

### Recommended Resources

#### Text book:

3. "Sustainable Supply Chain Management: Practical Ideas for Moving Towards Best Practice" by Wendy Tate, Valérie Botta-Genoulaz, and Yann Bouchery

#### Reference books:

1. "Green Logistics: Improving the Environmental Sustainability of Logistics" by Alan McKinnon
2. Industry reports and case studies on sustainable supply chain practices.
3. Journal articles from sustainability and supply chain management journals

### Readings & Case Analysis

2. Harvard business review

### Suggested Courses on Coursera

- <https://www.coursera.org/learn/renewable-energy-technology-fundamentals>
- <https://www.coursera.org/learn/operations>

**SEMESTER/YEAR : VII/IV**  
**COURSE CODE :**  
**TITLE OF THE COURSE : RESEARCH METHODOLOGY**  
**L: T: P: C : 4:0:0:4**

**Overview**

This paper is offered as a core course in the final year. The course aims to develop a research orientation among students and thereby making their managerial decision-making process scientific. The course covers all elements of business research process including problem discovery, literature review, research design, data collection, and data analysis using software applications, interpretation and reporting of results. It provides a knowledge base on steps in a research process needed to conceptualize, define, design and execute a business research project.

**Course Objectives**

This course attempts to equip the students with the art of managerial decision making, based on economic principles.

- To understand the concepts, tools and terminologies used in research world;
- To identify the methods best suited for investigating different types of problems and questions;
- To develop a research design and analysis the results to provide suggestions based on research findings.
- To demonstrate hands on experience on different tools used in research;
- To analyse and write interpretations for tools used and write reports.

**Course Outcomes**

On having completed this course student should be able to:

- CO 1 Apply different methods of research
- CO 2 Identify research gap and to formulate based on selected research problem.
- CO 3 Design a research design and analysis the results to provide suggestions based on research findings.
- CO 4 Analyse statistical data to support fact-based decision making.
- CO 5 Develop independent thinking for critically analyzing research reports.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>● Lectures</li> <li>● Readings</li> <li>● Active student participation and class room exercises</li> <li>● HBR case and article analysis with students'</li> </ul>                                    |
| <b>Assessment Strategy</b>  | <p>Participants will be assessed on both conceptual understanding by way of:</p> <ul style="list-style-type: none"> <li>● Mini projects</li> <li>● Submission of assignments</li> <li>● Group assignments</li> <li>● Written Exam</li> </ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction</b><br>Meaning, objectives- Criteria for a good research- types of research- research methods vs. research methodology- Steps in research process- Business Research - Nature & Scope.  | 06 Hours       |
| <b>Unit II</b>  | <b>Research Problem</b><br>Meaning of research problem - Identification of research problem - Sources of Research Problem- review of literature (concept) - statement of problem (concept)- objectives of the study (concept)- Research questions & types.  | 06 Hours       |
| <b>Unit III</b> | <b>Research Design</b><br>Meaning; need; features -Concept relating to research design -Types of research design -Sampling – meaning; Steps in sampling -Sampling methods (probability and non-probability methods).  | 08 Hours       |
| <b>Unit IV</b>  | <b>Data Collection and Tabulation</b><br>Types of Data- Difference Between Primary and Secondary Data - Collection of primary data -questionnaire, schedules, interview, Survey, observation- secondary data - Sources of Secondary Data, tabulation of data: Meaning and Types.  | 10 Hours       |
| <b>Unit V</b>   | <b>Analysis, Interpretation of Data and Research Reporting</b><br>Statistical methods for data analysis (only theory)- meaning of interpretation- technique of interpretation- significance of report writing- steps- layout of the research report -types of research reports -precautions while writing research reports. | 10 Hours       |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 3   | 2   | 3   | -   | -   |
| <b>CO2</b> | 2   | 3   | 3   | 3   | -   | -   |
| <b>CO3</b> | 3   | 3   | 3   | 3   | -   | -   |
| <b>CO4</b> | 2   | 3   | 3   | 3   | -   | -   |
| <b>CO5</b> | 2   | 2   | 3   | 2   | -   | 3   |

## Action Based Component

- Review of literature writing based on general topics
- Drafting or conducting Questionnaire/Surveys/ Field interviews.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          |   | X | X | X |  |
| 2 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 3 | Assignment 2                     | 15          |                            |   | X | X |   |  |
| 4 | IAT Exam                         | 20          | X                          | X |   |   |   |  |
| 5 | CBT                              | 15          | X                          | X | X | X |   |  |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

### Recommended Resources

#### Textbooks:

1. Cooper, D., & Schindler, P. (2009). Business research methods (4thed.). New Delhi: Tata McGraw Hill Publications
2. Krishna Swamy, O.R. (1993). Research Methodology. New Delhi: Himalaya Publishing House.
3. Kothari, C.R. (2004). Research Methodology (2nd Ed). New Age.
4. Michael V.P. (2004). Research Methodology in Management. New Delhi: Himalaya Publishing House

#### Reference books

1. Sadhu & Singh Amarjit. (1983). Research Methodology in Social Science. New Delhi: Himalaya Publishing House
2. Wilkinson and Bhandarkar. (2003). Methodology and Techniques of Social Research. New Delhi: Himalaya Publishing House
3. William Trochim.(2003). Research Methods. Biztantra
4. Priti R Majhi & Prafull K Khatua (2015). Research Methodology. New Delhi: Himalaya Publishing House
5. Bell, E., Bryman, A., & Harley, B. (2018). Business research methods. Oxford university press.
6. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2003). Business research methods 7th ed. Thomson/South-Western: Appendices.
7. Field, A. (2016). Discovering statistics using IBM SPSS statistics. Sage.

### Readings & Case Analysis

1. Harvard Business Review
2. MIT Sloan Management Review

### Suggested Courses on Coursera

1. <https://www.coursera.org/learn/research-methods>
2. <https://www.coursera.org/learn/systematic-review>

**SEMESTER/YEAR** :VII/IV  
**COURSE CODE** :  
**TITLE OF THE COURSE: Game Theory for Strategic Decision**  
**L: T: P: C** : 4:0:0:4

### Overview

This course introduces students to the principles of game theory and their applications in strategic decision making. Topics include strategic interactions, game representation, solution concepts, repeated games, bargaining, and applications in various fields such as economics, business and politics.

### Course Objectives

The objectives of the course are to enable the student to:

- Understand the basic concepts and terminology of game theory.
- Analyze and model strategic interactions using different types of games.
- Apply solution concepts, such as Nash equilibrium, to predict outcomes in strategic situations.
- Analyze repeated games and dynamic interactions.
- Explore applications of game theory in real-world contexts.
- Develop critical thinking and problem-solving skills in strategic decision making.

### Course Outcomes

- Understanding of Game Theory Concepts.
- Application of Game Theory Models
- Examining Solution Concepts Proficiency
- Strategic Thinking Skills
- Quantitative and Analytical Skills
- Decision-Making Abilities

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• Lectures</li><li>• Discussions</li><li>• Case Studies</li><li>• Group Projects</li></ul>  |
| <b>Assessment Strategy</b>  | Participants will be assessed on both conceptual understanding and business application of finance practices by way of: <ul style="list-style-type: none"><li>• Mini projects,</li><li>• Submission of assignments</li><li>• Group assignments</li><li>• Written exam</li></ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <p><b>Introduction to Game Theory</b><br/>Overview of strategic decision making, Fundamental concepts: players, strategies, payoffs, and games, Types of games: simultaneous, sequential, and repeated.</p> <p><b>Strategic Form Games</b><br/>Normal form representation, Dominance and iterated elimination of dominated strategies, Nash equilibrium and its properties.</p>   | 8              |
| <b>Unit II</b>  | <p><b>Extensive Form Games</b><br/>Tree representation of games, Subgame perfection and backward induction, Applications to sequential decision making.</p> <p><b>Mixed Strategies</b><br/>Introduction to mixed strategies, Probability distributions and expected payoffs, Finding mixed-strategy Nash equilibria.</p>  | 8              |
| <b>Unit III</b> | <p><b>Dynamic Games</b><br/>Introduction to dynamic games, Stackelberg and Cournot competition, Markov decision processes and dynamic programming.</p> <p><b>Repeated Games</b><br/>Introduction to repeated games, Strategies for repeated play, The folk theorem and its implications.</p>  | 8              |
| <b>Unit IV</b>  | <p><b>Bargaining and Negotiation</b><br/>Introduction to bargaining theory, Nash bargaining solution, Alternatives to bargaining: arbitration and mediation.</p> <p><b>Applications of Game Theory</b><br/>Game theory in economics: oligopoly, auctions, and mechanism design, Game theory in business strategy: pricing, advertising, and competition, Game theory in politics and international relations.</p>                 | 8              |
| <b>Unit V</b>   | <p><b>Game Theory in Behavioral Economics</b><br/>Bounded rationality and cognitive biases, Experimental economics and game theory experiments, Applications to decision making under uncertainty.</p> <p><b>Case Studies and Applications</b><br/>Analysing real-world examples using game theory, Case studies from economics, business, politics, and other fields, Student presentations on term paper or project topics.</p> | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 2   | 1   | 1   | -   | -   | -   |
| <b>CO2</b> | 3   | 3   | 3   | -   | -   | -   |
| <b>CO3</b> | -   | 2   | 3   | -   | -   | -   |
| <b>CO4</b> | 2   | 2   | 2   | -   | -   | -   |
| <b>CO5</b> | -   | 3   | 2   | -   | -   | -   |

## Action Based Component

- Practicing different games relating to strategic decisions.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X |   |   |   |  |
| 3 | Assignment 1                     | 10          |                            |   | X | X |   |  |
| 4 | Assignment 2                     | 10          | X                          | X |   |   |   |  |
| 5 | IAT Exam                         | 20          | X                          | X | X | X |   |  |
| 6 | CBT                              | 10          | X                          | X | X | X | X |  |
| 7 | Semester End Examination         | 40          |                            |   |   |   |   |  |

## Recommended Resources

### Text books:

1. "Game Theory: An Introduction" by Steven Tadelis
2. "Game Theory for Applied Economists" by Robert S. Gibbons
3. "Strategy: An Introduction to Game Theory" by Joel Watson
4. "Games of Strategy" by Avinash K. Dixit, Susan Skeath, and David H. Reiley

### Reference books

1. "Game Theory: Analysis of Conflict" by Roger B. Myerson
2. "Game Theory" by Drew Fudenberg and Jean Tirole
3. "Game Theory: Concepts and Applications" by William Spaniel
4. "Game Theory and Strategy" by Philip D. Straffin

## Readings & Case Analysis

Harvard business review

## Suggested Courses on Coursera

<https://www.coursera.org/learn/illinois-tech-business-economics-and-game-theory-for-decision-making>

**SEMESTER/YEAR** :VII/IV  
**COURSE CODE** :  
**TITLE OF THE COURSE: Innovative Organization Practices**  
**L: T: P: C** : 4:0:0:4

**Overview**

This course explores innovative approaches to organizational management and practices that foster creativity, adaptability, and competitive advantage. Topics include design thinking, agile methodology, lean principles, intrapreneurship, organizational culture, and leadership for innovation.

**Course Objectives**

The objectives of the course are to enable the student to:

- Understand the importance of innovation in organizational success.
- Identify and evaluate various innovative organizational practices and methodologies.
- Apply design thinking and agile principles to solve organizational challenges.
- Foster a culture of innovation within organizations.
- Demonstrate leadership skills to support and drive innovation initiatives.
- Analyze case studies of innovative companies and their practices.

**Course Outcomes**

- Understanding of Innovative Practices.
- Application of Design Thinking.
- Proficiency in Agile Methodology.
- Promotion of Intrapreneurship.
- Cultivation of Innovative Culture.
- Leadership for Innovation.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Discussions</li> <li>• Case Studies</li> <li>• Group Projects</li> </ul>   |
| <b>Assessment Strategy</b>  | <p>Participants will be assessed on both conceptual understanding and business application of finance practices by way of:</p> <ul style="list-style-type: none"> <li>• Mini projects,</li> <li>• Submission of assignments</li> <li>• Group assignments</li> <li>• Written exam</li> </ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Introduction to Innovation in Organizations</b><br>Importance of innovation, Overview of innovative organizational practices, Introduction to design thinking and agile methodology.<br><b>Design Thinking</b><br>Understanding design thinking process, Empathize, define, ideate, prototype, and test phases, Design thinking tools and techniques. | 10             |
| <b>Unit II</b>  | <b>Agile Methodology</b><br>Principles of agile methodology, Scrum framework and practices, Agile project management tools.<br><b>Lean Principles</b><br>Introduction to lean principles, Value stream mapping and waste reduction, Lean start up methodology.   | 7              |
| <b>Unit III</b> | <b>Intrapreneurship</b><br>Definition and characteristics of intrapreneurship, Creating an intrapreneurial culture, Intrapreneurial success stories.<br><b>Organizational Culture and Innovation</b><br>Role of culture in fostering innovation, Assessing and transforming organizational culture, Cultural barriers to innovation.                     | 7              |
| <b>Unit IV</b>  | <b>Leadership for Innovation</b><br>Characteristics of innovative leaders, Leading innovation teams, overcoming resistance to change.<br><b>Innovative Practices in Business</b><br>Case studies of innovative companies, Success factors and challenges, Lessons learned from innovative practices.   | 8              |
| <b>Unit V</b>   | <b>Implementing Innovation</b><br>Strategies for implementing innovation initiatives, building innovation capability, Measuring and evaluating innovation performance.<br><b>Future Trends in Innovation</b><br>Emerging trends in innovation, Technology-driven innovation, Social and environmental innovation.  | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 2   | 2   | 2   | -   | -   | -   |
| <b>CO2</b> | 2   | 3   | 3   | -   | -   | -   |
| <b>CO3</b> | -   | 1   | 3   | -   | -   | -   |
| <b>CO4</b> | 3   | 2   | 1   | -   | -   | -   |
| <b>CO5</b> | -   | 3   | 3   | -   | -   | -   |

## Action Based Component

- Implementing different innovative practices in work place.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Assignment 1                     | 10          | X                          | X |   |   |   |  |
| 3 | Assignment 2                     | 10          |                            |   | X | X |   |  |
| 4 | IAT Exam                         | 20          | X                          | X | X | X |   |  |
| 5 | CBT                              | 15          | X                          | X | X | X |   |  |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## Recommended Resources

### Text book:

1. "The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail" by Clayton M. Christensen
2. "Creative Confidence: Unleashing the Creative Potential Within Us All" by Tom Kelley and David Kelley
3. "Innovation and Entrepreneurship" by Peter F. Drucker

### Reference books

1. "Creative Construction: The DNA of Sustained Innovation" by Gary P. Pisano
2. "The Innovator's Method: Bringing the Lean Start-up into Your Organization" by Nathan Furr and Jeff Dyer.
3. "The Art of Innovation: Lessons in Creativity from IDEO, America's Leading Design Firm" by Tom Kelley

## Readings & Case Analysis

Harvard business review

## Suggested Courses on Coursera

1. <https://www.coursera.org/specializations/entrepreneurship-growing-your-business>
2. <https://www.coursera.org/learn/teamwork-skills-effective-communication>

**SEMESTER/YEAR** : VIII / IV  
**COURSE CODE** :  
**TITLE OF THE COURSE** : Corporate Social Responsibility  
**L: T: P: C** : 4: 0: 0: 4

### Overview

The CSR course is practical and theoretical in nature. It will allow students to analyze businesses, taking into account ethics as a key element in the decision-making process. It focuses on creating value to all stakeholders, the environment and companies at the same time.

This course examines new CSR trends. It combines a descriptive and a practical approach to the implementation of sustainable practices in Indian and international companies. The course will include the discussion of business cases, as well as the creation of CSR strategies, metrics, and tracking. In this course, we also review the development of CSR governance initiatives, and evaluate their limits and potential benefits.

### Course Objectives

- To impart knowledge and understanding about CSR and its Sustainability
- To Identify and build stakeholders mapping and engagement strategy with regards to international framework
- To manage social, environmental, and economic risks through CSR legislation.
- To Build CSR initiatives integrated into business strategy and adapted to the local culture and environment.
- To understand the roles of stakeholders.

### Course Outcomes

- Understand CSR theoretical framework and its Sustainability.
- Identify and build stakeholders mapping and engagement strategy with regards to international framework.
- Identify and manage social, environmental, and economic risks through CSR legislation.
- Build CSR initiatives integrated into business strategy and adapted to the local culture and environment.
- Know the understand the roles of stakeholders.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Readings</li> <li>• Active student participation and class room exercises</li> <li>• Case Analysis collaboratively with student's involvement</li> </ul>   |
| <b>Assessment Strategy</b>  | <p>Students will be assessed on conceptual understanding and application of CSR practices by way of:</p> <ul style="list-style-type: none"> <li>• Mini projects,</li> <li>• Submission of assignments</li> <li>• Group assignments</li> <li>• Written Exam</li> </ul> |

## Syllabus

| Units    | Syllabus Details  | Teaching Hours |
|----------|---|----------------|
| Unit I   | <b>Introduction to CSR:</b><br>Meaning & Definition of CSR, History & evolution of CSR. Concept of Charity, Corporate philanthropy, Corporate Citizenship, CSR-an overlapping concept. Concept of sustainability & Stakeholder Management. CSR through triple bottom line and Sustainable Business; relation between CSR and Corporate governance; environmental aspect of CSR; Chronological evolution of CSR in India; models of CSR in India, Carroll's model; drivers of CSR; major codes on CSR; Initiatives in India. | 9              |
| Unit II  | <b>CSR – International Framework:</b><br>International framework for corporate social Responsibility, Millennium Development goals, Sustainable development goals, Relationship between CSR and MDGs. United Nations (UN) Global Compact 2011. UN guiding principles on business and human rights. OECD CSR policy tool, ILO tripartite declaration of principles on multinational enterprises and social policy.   | 8              |
| Unit III | <b>CSR – Legislation:</b><br>CSR-Legislation in India & the world. Section 135 of Companies Act 2013. Scope for CSR Activities under Schedule VII, Appointment of Independent Directors on the Board, and Computation of Net Profit's. Implementing Process in India.   | 8              |
| Unit IV  | <b>CSR Initiatives:</b><br>The Drivers of CSR in India, Market based pressure and incentives civil society pressure, the regulatory environment in India Counter trends. Performance in major business and programs. Voluntarism Judicial activism.   | 6              |
| Unit V   | <b>Role of Stakeholders:</b><br>Identifying key stakeholders of CSR & their roles. Role of Public Sector in Corporate, government programs that encourage voluntary responsible action of corporations. Role of Nonprofit & Local Self- Governance in implementing CSR; Contemporary issues in CSR & MDGs. Global Compact Self-Assessment Tool, National Voluntary Guidelines by Govt. of India. Understanding roles and responsibilities of corporate foundations.   | 9              |

## CO-PO Mapping

|     | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|-----|-----|-----|-----|-----|-----|-----|
| CO1 | 3   | 2   | 3   | 2   | 2   | 1   |
| CO2 | 2   | 3   | 2   | 1   | -   | -   |
| CO3 | 1   | 1   | 1   | -   | 1   | -   |
| CO4 | 2   | 2   | 1   | 1   | 1   | 1   |
| CO5 | 1   | 1   | 2   | 1   | 1   | -   |

### Action Based Component

- Mini projects on CSR.
- Presentation on CSR implementation in all our Indian Companies

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length(exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|---|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |   |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |   |
| 2 | Assignment 1                     | 10          | X                          | X |   |   |   |   |
| 3 | Assignment 2                     | 10          |                            |   |   | X | X |   |
| 4 | IAT Exam                         | 20          | X                          | X |   |   |   |   |
| 5 | CBT                              | 10          | X                          | X | X | X |   |   |
| 6 | Semester End Examination         | 40          | X                          | X | X | X | X |   |

### Recommended Resources

#### Textbooks:

1. Corporate Social Responsibility: An Ethical Approach, Mark S. Schwartz, 1<sup>st</sup> edition, 2011, Broadview Press Ltd.
2. The World Guide to CSR, Wayne Visser and Nick Tolhurst, 1<sup>st</sup> edition, 2010, Routledge.

#### Reference books

1. Innovative CSR, Lelouche, Idowu and Filho, 1<sup>st</sup> edition, 2010, Routledge.
2. Corporate Social Responsibility in India, Sanjay K Agarwal, 1<sup>st</sup> edition, 2008, Sage Response
3. Handbook of Corporate Sustainability: Frameworks, Strategies and Tools, M. A. Quaddus, Muhammed Abu B. Siddique, 1<sup>st</sup> edition, 2011, Edward Elgar.

### Readings & Case Analysis

1. Harvard Case Study on “Tata Motors (A): A History of Service in a New Era of Corporate Social Responsibility”
2. Harvard Case Study on “Hindustan Construction Company (HCC) (A): Strategic Corporate Social Responsibility”

### Suggested Courses on Coursera

1. <https://www.coursera.org/learn/business-for-good-fundamentals-of-corporate-responsibility>
2. <https://www.coursera.org/learn/global-sustainability-be-sustainable>
3. <https://www.coursera.org/learn/sustainability-csr-scandinavia>

**SEMESTER/YEAR** : VIII/IV  
**COURSE CODE** :  
**TITLE OF THE COURSE:** Trends in Financial Technologies  
**L: T: P: C** : 4:0:0:4

### Overview

This course explores the latest trends and developments in financial technologies (FinTech) and their impact on the financial industry. Students will learn about cutting-edge technologies such as blockchain, artificial intelligence (AI), big data analytics, and their applications in banking, investment, insurance, and other financial services.

### Course Objectives

1. To understand the key concepts and technologies driving innovation in FinTech.
2. To analyze the impact of FinTech on traditional financial services and business models.
3. To explore emerging trends and future directions in FinTech.
4. To evaluate the opportunities and challenges of implementing FinTech solutions.
5. To develop critical thinking and problem-solving skills through case studies and projects.

### Course Outcomes

1. Identify and explain key trends and technologies in FinTech.
2. Analyze the impact of FinTech on financial services and markets.
3. Evaluate the potential of FinTech to disrupt traditional business models.
4. Develop innovative solutions using FinTech concepts and technologies.
5. Communicate effectively about FinTech concepts and their implications.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>● Lectures</li><li>● Readings</li><li>● Case Analysis</li></ul>   |
| <b>Assessment Strategy</b>  | Students will be assessed on conceptual understanding and practical application in corporate world through <ul style="list-style-type: none"><li>● Submission of assignments</li><li>● CBT</li><li>● Written Exam</li></ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction to FinTech</b><br>Definition and scope of FinTech, Evolution of FinTech, Key drivers of FinTech innovation, FinTech ecosystems and stakeholders, Impact of FinTech on traditional banking models  | 8              |
| <b>Unit II</b>  | <b>Technologies Driving FinTech</b><br>Blockchain and distributed ledger technology, Artificial intelligence and machine learning, Big data analytics and predictive modeling, Internet of Things (IoT) in FinTech, Cloud computing in financial services       | 8              |
| <b>Unit III</b> | <b>Applications of FinTech</b><br>Digital payments and mobile wallets, Peer-to-peer lending and crowdfunding, Robo-advisors and algorithmic trading, InsurTech innovations, RegTech solutions for compliance  | 8              |
| <b>Unit IV</b>  | <b>Regulatory Environment</b><br>Regulatory challenges and opportunities in FinTech, Regulatory sandboxes and innovation hubs, Compliance and risk management in FinTech, Data privacy and cybersecurity regulations, Cross-border regulatory issues in FinTech | 8              |
| <b>Unit V</b>   | <b>Future Trends in FinTech</b><br>Emerging trends in FinTech, Impact of quantum computing and 5G, Ethical and societal implications of FinTech, Decentralized finance (DeFi) trends, Green FinTech and sustainable finance initiatives                         | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 2   | -   | -   | -   | 2   | 2   |
| <b>CO2</b> | 2   | 2   | 2   | -   | 1   | -   |
| <b>CO3</b> | 1   | 1   | 2   | -   | 1   | 2   |
| <b>CO4</b> | 3   | 2   | -   | -   | -   |     |
| <b>CO5</b> | 2   | -   | 1   | -   | 3   | 2   |

## Action Based Component

**Group Project:** Analyze a real-world FinTech case study and propose innovative solutions.

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Attendance                       | 5           | X                          | X |   |   |   |  |
| 3 | Assignment 1                     | 10          |                            |   | X | X |   |  |
| 4 | Assignment 2                     | 10          | X                          | X | X |   |   |  |
| 5 | IAT Exam                         | 20          | X                          | X | X |   |   |  |
| 6 | CBT                              | 10          | X                          | X | X | X | X |  |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |  |

## Recommended Resources

### Textbook:

- "FinTech Innovation: From Robo-Advisors to Goal-Based Investing and Gamification" by Paolo Sironi

### Reference books:

- "Blockchain Basics: A Non-Technical Introduction in 25 Steps" by Daniel Drescher".
- The AI Advantage: How to Put the Artificial Intelligence Revolution to Work" by Thomas H. Davenport.

## Readings & Case Analysis

### Readings:

- "Blockchain Revolution: How the Technology Behind Bitcoin and Other Cryptocurrencies is Changing the World" by Don Tapscott and Alex Tapscott
- "FinTech: The Impact and Influence of Financial Technology on Banking and the Finance Industry" by Richard Hayen

### Case Analysis:

- "AI in Finance: Revolutionizing Investment Strategies"
- "Digital Payments Revolution: A Case Study of Mobile Wallet Adoption"

## Suggested Courses on Coursera

- Fintech: Finance Industry Transformation and Regulation - Offered by the University of Hong Kong.
- Financial Technology (FinTech) Innovations - Offered by the University of Pennsylvania.

**SEMESTER/YEAR** : VIII / IV  
**COURSE CODE** :  
**TITLE OF THE COURSE** : People Analytics  
**L: T: P: C** : 4: 0: 0: 4

**Overview**

People analytics is a data-driven approach to managing employees in the workplace. For the first time in history, company leaders may make judgements about their employees based on deep data analysis rather than traditional techniques of personal relationships, experience-based decision making, and risk avoidance.

This course will provide an overview of people analytics theory and some hands-on experience with basic talent management data analysis. By the end of this course, you'll learn how and when hard data is utilised to inform soft-skill hiring and talent development decisions, allowing you to position yourself as a strategic partner in your company's people management decisions.

This course is designed to teach you how organisations thrive when their employees thrive. Analytics can help make both possible.

**Course Objectives**

- To provide an overview of evolution of HRM and its journey towards Analytics and highlight the need, concepts and scope of HR Analytics linked with business outcomes.
- To elucidate the methods of capturing, examining & purifying data and to introduce the aspect of HR Metrics in the context of HR Analytics.
- To impart knowledge of conduction of HR Analytics for key HR Processes using MS Excel.
- To provide an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.
- To provide a futuristic perspective of Predictive and Prescriptive HR Analytics.

**Course Outcomes**

**At the end of this course, students are able to:**

- Gain an understanding of the relevance of HR Analytics in the current business scenario.
- Have an understanding of the models of conducting HR Analytics and understanding of the methods of capturing, examining & purifying data for conduction of HR Analytics.
- Use MS Excel for conduction of HR Analytics for key HR Processes
- Have an overview of various tools and software technologies used for conduction of Descriptive HR Analytics and Visualization of HR Data.
- Appreciate the significance of Predictive and Prescriptive Analytics.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Readings</li> <li>• Active student participation and class room exercises</li> <li>• Case Analysis collaboratively with student’s involvement</li> </ul>   |
| <b>Assessment Strategy</b>  | <p>Students will be assessed on conceptual understanding and business application of HR practices by way of:</p> <ul style="list-style-type: none"> <li>• Mini projects,</li> <li>• Submission of assignments</li> <li>• Group assignments</li> <li>• Written Exam</li> </ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Introduction to People Analytics:</b> History of Different HRM Perspectives, Transition from HRM to HCM and Gaining Sustainable Advantage through HCM. People Analytics and Changing Role of HR Professionals. Importance and Scope of People Analytics. Significance of People Analytics, Benefits of People Analytics. Levels of Analysis and Conducting analytics. Key Influencers of People Analytics Process. Big Data Era in People Analytics, People Analytics – Linkage to Business Outcomes. | 8              |
| <b>Unit II</b>  | <b>Understanding HR Analytics:</b> Conducting HR/Workforce/People Analytics: Models of HR Analytics, how to Conduct HR Analytics. Understanding HR Data: Importance of Data, Types and Scales of Data; Methods of Capturing Data, Data Examination & Purification. Understanding various HR Metrics from the perspective of HR Analytics.  | 8              |
| <b>Unit III</b> | <b>Analytics for Key HR Processes Using MS Excel:</b> HR Analytics for Recruitment & Selection, Training & Development, Performance Appraisal, Talent Management, Employee Engagement, Compensation Management and Expatriate Management.  | 8              |
| <b>Unit IV</b>  | <b>Descriptive Analytics:</b> Overview of Select Tools for Conduction HR Analytics: MS Excel, R, Tableau, Power BI, Python, SPSS & PSPP. Descriptive Analytics in HR: HR Dashboards using MS Excel, Slicing and Dicing of HR Data using MS Excel Pivot Table Applications, Data Visualization for Key HR processes.  | 8              |
| <b>Unit V</b>   | <b>Predictive &amp; Prescriptive HR Analytics:</b> Predictive HR Analytics: Correlation, Linear and Multiple Regression, Factor Analysis and Cluster Analysis, Comparison of Means and Analysis of Variance for Manpower Demographics, Employee Satisfaction, Training Effectiveness etc. Prescriptive HR Analytics, Predictive vs Prescriptive HR Analytics, Future of HR Analytics.  | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   | 2   | 1   | -   | 1   |
| <b>CO2</b> | 3   | 2   | 3   | -   | 1   | -   |
| <b>CO3</b> | 3   | 3   | 2   | 2   | -   | -   |
| <b>CO4</b> | 1   | 3   | 3   | -   | 2   | 1   |
| <b>CO5</b> | 1   | 3   | 3   | 1   | -   | -   |

## Action Based Component

- Mini projects on HRIS.
- Debate on using of HR Analytics in Recruitment process

## Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length(exam) |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|---|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |   |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |   |
| 2 | Attendance                       | 5           | X                          | X | X | X | X |   |
| 3 | Assignment 1                     | 10          | X                          | X |   |   |   |   |
| 4 | Assignment 2                     | 10          |                            |   |   | X | X |   |
| 5 | IAT Exam                         | 20          | X                          | X |   |   |   |   |
| 6 | CBT                              | 10          | X                          | X | X | X |   |   |
| 7 | Semester End Examination         | 40          | X                          | X | X | X | X |   |

## Recommended Resources

### Textbook:

1. Practical Guide to HR Analytics: Using Data to Inform, Transform, and Empower HR Decisions, Shonna D Waters, Valerie Streets, 1<sup>st</sup> edition, 2018, Society for Human Resource Management.
2. HR Analytics In-Depth: Using Excel tools to Solve HR Analytics at Work, Subhashini Sharma Tripathi, Reuben Ray, 1<sup>st</sup> edition, 2022, BPB online.

### Reference books

1. Rama Shankar Yadav & Sunil Maheshwari, HR Analytics, 1<sup>st</sup> edition, 2020, Wiley.
2. Pratyush Banerjee, Jatin Pandey & Manish Gupta, HR Analytics: Practical Applications of HR Analytics, 1<sup>st</sup> edition 2019, Sage Publication India Pvt. Ltd.
3. Dipak Kumar Bhattacharya, HR Analytics, 1<sup>st</sup> edition 2019, Sage Publication India Pvt. Ltd.
4. Ramesh Soundrarajan & Kuldeep Singh, Winning on HR Analytics 1<sup>st</sup> edition 2016, Sage Publication India Pvt. Ltd.
5. Nishant Uppal, Human Resource Analytics, 1<sup>st</sup> edition, 202, Pearson Education India Pvt. Ltd.

## Readings & Case Analysis

1. Harvard Case Study on “HR Analytics at Scalene Works: Behavioral Modeling to Predict Renege”
2. Harvard Case Study on “HR Must Make People Analytics More User-Friendly”

## Suggested Courses on Coursera

1. <https://www.coursera.org/projects/hr-analytics-build-hr-dashboard-using-power-bi>
2. <https://www.coursera.org/learn/data-analysis-and-visualization-with-power-bi>
3. <https://www.coursera.org/learn/wharton-people-analytics>
4. <https://www.coursera.org/learn/human-resources-analytics>

**SEMESTER/YEAR** : VIII/IV  
**COURSE CODE** :  
**TITLE OF THE COURSE** : Data Visualization Using Tableau  
**L: T: P: C** : 3:0:2:4

### Overview

To equip students with comprehensive knowledge on computer application software for data analysis

### Course Objectives

- To become familiar with a visualization tool for data analytics
- To learn multiple ways of representing data and the pros/cons of all
- To learn to draw inferences, hypotheses, and form questions based on visualizations
- To become familiar and proficient at using the computer for data analyses

### Course Outcomes

- Students will gain proficiency in using Tableau for creating interactive and visually appealing data visualizations, understanding its architecture, features, and interface, and effectively analyzing and interpreting data.
- Students will develop the ability to effectively create basic reports in Tableau by utilizing parameters, grouping, sets, combined sets, data labels, sorting data, and adding totals and subtotals to enhance data analysis and visualization.
- Gain Proficiency in creating diverse data visualizations and graphs, including pivot tables, heat maps, bar charts, line charts, pie charts, scatter plots, and more.
- Develop expertise in utilizing sets to enhance visualizations, encompassing statistic sets, dynamic sets, combined sets, multiple visualizations using measure names and measure values, side by side bar charts, combined axis charts, stacked marks, dual axis charts, and bar in bar charts.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Readings</li> <li>• Hands on Training</li> </ul>   |
| <b>Assessment Strategy</b>  | <p>Students will be assessed on conceptual understanding and practical application in corporate world through</p> <ul style="list-style-type: none"> <li>• Group assignments</li> <li>• Written Exam</li> </ul> |

### Syllabus

| Units | Syllabus Details | Teaching Hours |
|-------|------------------|----------------|
|-------|------------------|----------------|



|   |                                  |    |   |   |   |   |   |  |
|---|----------------------------------|----|---|---|---|---|---|--|
| 1 | Class Participation & Attendance | 5  | X | X | X | X | X |  |
| 2 | Assignment 1                     | 10 | X | X |   |   |   |  |
| 3 | Assignment 2                     | 10 |   |   | X | X |   |  |
| 4 | IAT Exam                         | 20 | X | X | X |   |   |  |
| 5 | CBT                              | 15 | X | X | X |   |   |  |
| 6 | Semester End Examination         | 40 | X | X | X | X | X |  |

### **Recommended Resources**

#### **Textbook**

1. Visual Analytics with Tableau, Wiley

#### **Reference book**

1. Beautiful Visualization, Looking at Data through the Eyes of Experts

### **Problem Analysis**

Dataset will be shared, where students are required to create data analysis using the statistical software

**SEMESTER/YEAR : VIII SEM / IV YEAR**  
**COURSE CODE :**  
**TITLE OF THE COURSE : MERCHANT BANKING**  
**L: T: P: C : 4: 0: 0: 4**

### Overview

To provide conceptual understanding and in-depth knowledge of merchant banking services concerning financial markets in India and to provide knowledge of financial services

### Course Objectives

The objectives of the course are enable the student:

- To understand the financial structure in India and various regulations in the Merchant Banking domain and also throw light on the rules and regulations governing the Indian securities market.
- To familiarize with public issue management mechanism, role of issue manager, SEBI guidelines and marketing of securities
- To create an understanding on the trends in financial services, merger and acquisition, portfolio management services and credit rating.
- To provide exposure to fund based financial services such as leasing and hire purchasing, financial evaluation.
- To understand other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.

### Course Outcomes

**At the end of the course, students are able to:**

- Possess better understanding of the financial structure in India and various regulations in the Merchant Banking Domain. Understand the rules and regulations governing the Indian securities market.
- Possess knowledge on public issue management mechanism, various forms of issues, role of issue manager, SEBI guidelines and marketing of securities.
- Possess insights on recent trends in financial services, merger and acquisition, portfolio management services and credit rating.
- Have exposure on fund based financial services such as leasing and hire purchasing, financial evaluation.
- Have better understanding on other fund based financial services such as consumer credit, real estate financing, bill discounting, factoring and venture capital.

|                             |  |
|-----------------------------|--|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• Lectures</li><li>• Readings</li><li>• Case analysis collaboratively with students' involvement</li></ul>       |
| <b>Assessment Strategy</b>  | <ul style="list-style-type: none"><li>• Mini Projects</li><li>• Submission of Assignments</li><li>• Group Assignments</li><li>• Written Exam</li></ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>MERCHANT BANKING</b><br><b>Introduction</b> – An Over view of Indian Financial System – Merchant Banking in India – Recent Developments and Challenges ahead – Institutional Structure – Functions of Merchant Bank -Legal and Regulatory Framework – Relevant Provisions of Companies Act- SERA SEBI Guidelines - FEMA, etc. - Relation with Stock Exchanges and OTCEI.  | 9              |
| <b>Unit II</b>  | <b>ISSUE MANAGEMENT</b><br>Role of Merchant Banker in Appraisal of Projects, Designing Capital Structure and Instruments –Issue Pricing – Book Building – Preparation of Prospectus Selection of Bankers etc. - Role of Registrars –Bankers to the Issue, Underwriters, and Brokers. – Offer for Sale – Green Shoe Option – E-IPO, Private Placement – Bought out Deals – Placement with FIs, MFs, FIIs, etc. Off - Shore Issues. – Issue Marketing – Advertising Strategies – NRI Marketing –Post Issue Activities. | 9              |
| <b>Unit III</b> | <b>OTHER FEE BASED SERVICES</b><br>Mergers and Acquisitions – Portfolio Management Services – Credit Syndication – Credit Rating – Business Valuation.   | 7              |
| <b>Unit IV</b>  | <b>FUND BASED FINANCIAL SERVICES</b><br>Leasing and Hire Purchasing – Basics of Leasing and Hire purchasing – Financial Evaluation.  | 7              |
| <b>Unit V</b>   | <b>OTHER FUND BASED FINANCIAL SERVICES</b><br>Consumer Credit – Credit Cards – Real Estate Financing – Bills Discounting – factoring and Forfeiting – Venture Capital.   | 8              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 1   | 3   | 2   | 1   | 1   |
| <b>CO2</b> | 2   | 2   | 2   | 1   | 1   | -   |
| <b>CO3</b> | 2   | -   | -   | -   | 2   | 1   |
| <b>CO4</b> | 3   | 1   | 2   | 1   | -   | 2   |
| <b>CO5</b> | 2   | 2   | 2   | -   | 1   | -   |

## Action Based Component

- Research Based Mini Projects
- Role Plays
- Visit to Merchant Bankers

## Course Assessment

| # | Description of Assessment | Weightage % | Learning Outcomes Assessed | Submission day/week (assignments) or length (exam) |
|---|---------------------------|-------------|----------------------------|--|
|   |                           |             |                            |  |

|   | Method                   |    | 1 | 2 | 3 | 4 | 5 |  |
|---|--------------------------|----|---|---|---|---|---|--|
| 1 | Class Participation      | 5  | X | X | X | X | X |  |
| 2 | Attendance               | 5  | X | X | X | X | X |  |
| 3 | Assignment 1             | 10 | X | X |   |   |   |  |
| 4 | Assignment 2             | 10 |   |   | X | X |   |  |
| 5 | IAT Exam                 | 20 | X | X |   |   |   |  |
| 6 | CBT                      | 10 | X | X | X |   |   |  |
| 7 | Semester End Examination | 40 | X | X | X | X | X |  |

### Recommended Resources

#### Textbook:

1. Dr. S. Gurusamy, Merchant Banking and Financial Services, Tata McGraw Hill, New Delhi, 4<sup>th</sup> Edition, 2019

#### Reference books

1. Khan M.Y., Financial Services, Tata McGraw Hill, New Delhi, 10<sup>th</sup> Edition, 2019
2. Anbarasu Joseph D, Boominathan VK, Mohan Man, Gnanaraj G, Financial Services, Sultan Chand & Sons, 3<sup>rd</sup> Edition (Revised), 2017
3. Merchant Banking & Financial Services, Madhu Vij, Swati Dhawan, Tata McGraw Hill, 2<sup>nd</sup> Edition, 2017

### Readings & Case Analysis

- Relevant case study.
- Relevant and important articles from academic linked journals in the domain of management such as Harvard business review.

### Suggested Courses on Coursera

- <https://www.coursera.org/learn/fintech-transformation-financial-services>
- <https://www.coursera.org/specializations/digital-transformation-financial-services>
- <https://www.coursera.org/learn/blockchain-transformations-financial-services>

**SEMESTER/YEAR : VIII/IV**  
**COURSE CODE :**  
**TITLE OF THE COURSE: INTERNATIONAL SUPPLY CHAIN MANAGEMENT**  
**L: T: P: C : 4: 0: 0: 4**

### Overview

The course explores in the area of International supply chain management (SCM) to underline their strategic importance to firms. The course focuses on core concepts of supply chain strategies and operational aspects of SCM. The course highlights the roles of supply chain, Purchasing, inventory management, international payment, and information systems in a firm's international operation. In addition, the course focus on designing of global supply chain to counter risks, enhances efficiency, and promotes sustainability.

### Course Objectives

Supply chains are generally considered as a network of nodes with each node adding value to products that swiftly flow through the logistics and IT pipelines connecting the nodes, finally emerging out as finished products for consumption. From the single owner vertical integrated network, supply chain networks have evolved into a globally dispersed multiple owner networks, each controlling the respective nodes and the links, in coordination and collaboration with other stakeholders.

### Course Outcomes

- To understand the key operational issues involved in international SCM
- To critically analyze the supply chain management in international business;
- To illustrate the composition of global supply chain;
- To Apply the knowledge of managing SCM in international trade operations;
- To Analyse the supply chain strategies of firms

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>• Lectures</li> <li>• Readings</li> <li>• Active student participation and class room exercises</li> </ul>   |
| <b>Assessment Strategy</b>  | <p>Participants will be assessed on both conceptual understanding and business application of econometrics models by way of:</p> <ul style="list-style-type: none"> <li>• Mini projects,</li> <li>• Submission of assignments</li> <li>• Group assignments</li> <li>• Written Exam</li> </ul> |

### Syllabus

| Units         | Syllabus Details  | Teaching Hours |
|---------------|---|----------------|
| <b>Unit I</b> | <b>Understanding Supply Chain:</b> Introduction to supply chain management, evolution of supply chains, objectives of supply chain, decision phases in a supply chain, process views – cycle view, push/pull view, supply chain macro processes in a firm, key issues | 6              |

|                 |  |    |
|-----------------|--|----|
|                 | in supply chain management   |    |
| <b>Unit II</b>  | <b>Understanding Global Supply Chain Operations:</b> Insight into global trade and global supply chains, Expertise in emerging markets and global supply chains, Best practices for strategic global supply chain management, How to integrate global supply chain functions, Strategic benefits of global supply chains   | 8  |
| <b>Unit III</b> | <b>Supply Chain Drivers and Performance:</b> Competitive and supply chain strategies. Achieving strategic fit and its challenges. Supply Chain enablers (Technology, Organizational Infrastructure, Alliances, Human Resources). Supply Chain Drivers (Inventory, Transportation, Information, Sourcing, Facilities, Pricing) Supply Chain Performance: Supply Chain efficiency Supply Chain Responsiveness, Responsiveness – Efficiency trade off, supply chain risks | 10 |
| <b>Unit IV</b>  | <b>Purchasing in Global Supply Chain:</b> Key elements of a global purchasing strategy, how to move from international to global purchasing, Types of global purchasing strategies, Strategies for outsourcing and off shoring, Selecting suppliers and designing global supplier networks   | 8  |
| <b>Unit V</b>   | <b>Inventory Management Methods and Models:</b> Role of cycle inventory in supply chain. Production lot sizing. Lot sizing with capacity constraint. Aggregating multiple products in a single order. Economies of Scale to exploit quantity discounts. Numerical examples to illustrate the above types of inventory problems and its solution using various model  | 8  |

### CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 3   | 2   | 2   | -   | -   | -   |
| <b>CO2</b> | 2   | 3   | 3   | -   | -   | -   |
| <b>CO3</b> | 3   | 2   | 3   | -   | -   | -   |
| <b>CO4</b> | 3   | 3   | 3   | -   | -   | -   |
| <b>CO5</b> | 3   | 3   | 3   | -   | -   | -   |

### Action Based Component

- Analyze the global supply chain management - Zara- fast fashion, Metro Cash and Carry
- Performance Analysis of global supply chain management

## Course Assessment

| # | Description of Assessment Method   | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length(exam) |
|---|------------------------------------|-------------|----------------------------|---|---|---|---|---|
|   |                                    |             | 1                          | 2 | 3 | 4 | 5 |   |
| 1 | Class Participation and Attendance | 5           | X                          | X | X | X | X |   |
| 2 | Assignment 1                       | 10          | X                          | X |   |   |   |   |
| 3 | Assignment 2                       | 10          |                            |   | X | X |   |   |
| 4 | IAT Exam                           | 20          | X                          | X | X |   |   |   |
| 5 | CBT                                | 15          | X                          | X | X |   |   |   |
| 6 | Semester End Examination           | 40          | X                          | X | X | X | X |   |

## Recommended Resources

### Textbook

1. Designing and managing the supply chain: Concepts, strategies, and cases (3e). McGraw-Hill Education India, New Delhi - Simchi-Levi, D., Kaminsky, P, Simchi-Levi, E., and Shankar, R. (2008).

### Reference books

1. Shah, J. (2016). Supply Chain Management: Text and Cases (2e). Pearson Education India
2. Hult, T.; Closs, D.; Frayer, D. Global Supply Chain Management Leveraging processes, measurements and tools for strategic corporate advantage. McGraw Hill. 2013

**SEMESTER/YEAR: VIII/IV**

**COURSE CODE :**

**TITLE OF THE COURSE : Design Thinking**

**L: T: P: C : 4 : 0 : 0 : 4**

### Overview

Innovate or die!" This is the mantra of many fast-moving and successful companies, especially in our world of high-speed interconnectivity. To stay relevant in today's environment, organizations must establish a culture of innovation and creative problem-solving. Design thinking, a leading approach to both innovation and creative problem-solving, is becoming the preferred method for forward-thinking organizations. But what exactly is design thinking? It is an iterative approach to solving problems with cross-functional teams led by facilitators. This course offers an introduction to the design thinking approach and mindset through highly interactive exercises. These activities provide participants with a taste of the techniques and methods of design thinking, awakening the innovative and problem-solving abilities within each of us.

### Course Objectives

- To provide students with the concepts of design thinking approaches.
- To enable students to participate in creative design thinking teams and design thinking sessions
- Students will learn how businesses apply both critical thinking and design thinking in parallel to solve problems.
- To empower students to Apply some design thinking concepts to their daily work
- To develop the students as a good designer by imparting creativity and problem solving ability.

### Course Outcomes

- Understand the concepts of design thinking approaches
- Create design thinking teams and conduct design thinking sessions
- Apply both critical thinking and design thinking in parallel to solve problems
- Apply some design thinking concepts to their daily work
- Conceive, organize, lead, and implement interdisciplinary projects that address social concerns through innovative approaches.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• Theoretical Foundation, Interactive lectures.</li><li>• Case studies and Practical exercises</li><li>• Guest lectures and legal integration.</li><li>• Assignments and Group projects</li></ul>                               |
| <b>Assessment Strategy</b>  | <ul style="list-style-type: none"><li>• Students will be assessed on both conceptual understanding</li><li>• application communication skills</li><li>• Field Visits</li><li>• Submission of assignments</li><li>• Group assignments</li><li>• Written Exam</li></ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction to Design Thinking</b><br>Definition, History, Importance and Impact of Design Thinking in Modern Organizations, Key Principles and Mindset of Design Thinking. Design Thinking Process Overview, Empathize: Define, Ideate, Prototype, Test. | 08             |
| <b>Unit II</b>  | <b>Tools and Techniques of Design Thinking</b><br>User Interviews and Surveys, Journey Mapping, Personas Creation, Mind Mapping, Storyboarding, Prototyping Tools (e.g., Sketching, Wireframes, Digital Tools), Story telling techniques.                     | 08             |
| <b>Unit III</b> | <b>Design Thinking Facilitation Skills</b><br>Leading Cross-Functional Teams, Effective Communication and Collaboration, Conflict Resolution and Consensus Building   | 08             |
| <b>Unit IV</b>  | <b>Measuring and Sustaining Innovation</b><br>Metrics for Assessing Design Thinking Success, Strategies for Embedding Design Thinking in Organizational Culture, Continuous Improvement and Iteration   | 08             |
| <b>Unit V</b>   | <b>Ethics and Social Impact</b><br>Ethical Considerations in Design, Using Design Thinking for Social Good, Case Studies on Social Impact Projects.   | 08             |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 2   | 2   | 2   |     |     |     |
| <b>CO2</b> | 3   | 2   | 3   | 1   | 1   |     |
| <b>CO3</b> | 2   | 2   | 3   |     | 2   | 1   |
| <b>CO4</b> | 2   | 1   | 1   |     |     | 1   |
| <b>CO5</b> | 3   | 2   | 1   | 1   |     |     |

## Action Based Component

Students should Mandatorily Attend various interactive workshops and brain strong sessions.

## Course Assessment

| # | Description of Assessment Method   | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission day/week (assignments) or length (exam) |
|---|------------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                    |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation and Attendance | 5           | X                          | X | X | X | X |  |
| 2 | Assignment 1                       | 10          | X                          | X |   |   |   |  |
| 3 | Assignment 2                       | 10          |                            |   | X | X |   |  |

|   |                          |    |   |   |   |   |   |  |
|---|--------------------------|----|---|---|---|---|---|--|
| 4 | IAT Exam                 | 20 | X | X | X |   |   |  |
| 5 | CBT                      | 15 | X | X | X |   |   |  |
| 6 | Semester End Examination | 40 | X | X | X | X | X |  |

### Recommended Resources

#### Textbooks:

- Tim Brown, Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, HarperCollins Publishers Ltd.
- IdrisMootee, Design Thinking for Strategic Innovation,2013, John Wiley & Sons Inc.

#### Reference books

- Brenda Laurel Design Research methods and perspectives MIT press 2003
- Terwiesch, C. & Ulrich, K.T., 2009. Innovation Tournaments: creating and identifying Exceptional Opportunities, Harvard business press.
- Ulrich &Eppinger, Product Design and Development, 3rd Edition, McGraw Hill, 2004

### Readings & Case Analysis

- Stuart Pugh, Total Design: Integrated Methods for Successful Product Engineering, BjarkiHallgrimsson, Prototyping and model making for product design, 2012, Laurence King Publishing Ltd
- Kevin Henry, Drawing for Product designers, 2012, Laurence King Publishing Ltd

### Suggested Online Courses

- [https://onlinecourses.swayam2.ac.in/aic23\\_ge17/preview](https://onlinecourses.swayam2.ac.in/aic23_ge17/preview)

**SEMESTER/YEAR: VIII/IV**

**COURSE CODE :**

**TITLE OF THE COURSE : Emerging Business Models in Competitive Landscape**

**L: T: P: C : 4: 0: 0: 4**

### Overview

The course, Emerging, Business Models is designed to provide an in-depth understanding of various aspects of innovation, creativity, evolving business models, incubation, and entrepreneurship. It includes sessions on blue ocean strategy and technology incubation, both of which are proving to be game-changers in today's competitive landscape. The course also explores the role of Intellectual Property Rights (IPR) and IP management in innovation management. Blending theory and practice, this course requires no prerequisites and will be invaluable for understanding innovation and its applications in various spheres of development and growth.

### Course Objectives

- To Understand the Evolution and types of Business Models.
- To Identify and Analyze Key Components of business models,
- To explore various Types of Emerging Business Models:
- To investigate the impact of digital transformation, AI, IoT, block chain, and big data on new business models.
- To understand the influence of cultural, regional, and regulatory factors on business model adoption and success.

### Course Outcomes

- Critically analyze the components and structure of various business models.
- Apply Key Components of business models to innovate and improve business
- Use business analysis for the design and adaptation of business models.
- Develop financial plans, including budgeting and forecasting, for emerging business models.
- Develop strategies to adapt business models to suit the requirement of cultural, regional, and regulatory factors.

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"><li>• Theoretical Foundation, Interactive lectures.</li><li>• Case studies and Practical exercises</li><li>• Guest lectures and legal integration.</li><li>• Assignments and Group projects</li></ul>                               |
| <b>Assessment Strategy</b>  | <ul style="list-style-type: none"><li>• Students will be assessed on both conceptual understanding</li><li>• application communication skills</li><li>• Field Visits</li><li>• Submission of assignments</li><li>• Group assignments</li><li>• Written Exam</li></ul> |

## Syllabus

| Units           | Syllabus Details   | Teaching Hours |
|-----------------|--|----------------|
| <b>Unit I</b>   | <b>Introduction to Business Models</b><br>Definition and Importance, Historical Overview, and Emerging Business Models, Various types of Business Models,  | 08             |
| <b>Unit II</b>  | <b>Fundamentals of Business Models</b><br>Understanding Value Propositions, Identifying Customer Segments, Channels and Customer Relationships, Revenue Streams and Cost Structures, the value proposition, Elements of intangibles, Value creation through intellectual resources.  | 08             |
| <b>Unit III</b> | <b>Technological Drivers of Business Models.</b><br>Digital Transformation and Its Impact, Role of Artificial Intelligence and Machine Learning, Internet of Things (IoT) Applications, Blockchain Technology, Big Data and Analytics.   | 08             |
| <b>Unit IV</b>  | <b>Innovation in Business Models</b><br>Design Thinking Principles, Lean Startup Methodology, Business Model Canvas, Prototyping and MVP (Minimum Viable Product)  | 08             |
| <b>Unit V</b>   | <b>Ethics and Sustainability &amp; Global Perspectives</b><br>Corporate Social Responsibility (CSR), Sustainable Business Practices, Ethical Challenges in New Business Models, International Business Models, Cultural and Regional Influences, Regulatory and Legal Considerations | 08             |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 2   | 2   | 2   | -   | -   | -   |
| <b>CO2</b> | 2   | 1   | 1   | 3   | 1   | 1   |
| <b>CO3</b> | 2   | 2   | 3   | -   | 2   | -   |
| <b>CO4</b> | 2   | 1   | 1   | -   | -   | 1   |
| <b>CO5</b> | 1   | 2   | 1   | 1   | -   | -   |

## Action Based Component

Students should Mandatorily Attend various interactive workshops and brain strong sessions.

## Course Assessment

| # | Description of Assessment Method   | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length(exam) day/week |
|---|------------------------------------|-------------|----------------------------|---|---|---|---|---|
|   |                                    |             | 1                          | 2 | 3 | 4 | 5 |   |
| 1 | Class Participation and Attendance | 5           | X                          | X | X | X | X |   |
| 2 | Assignment 1                       | 10          | X                          | X |   |   |   |   |

|   |                          |    |   |   |   |   |   |  |
|---|--------------------------|----|---|---|---|---|---|--|
| 3 | Assignment 2             | 10 |   |   | X | X |   |  |
| 4 | IAT Exam                 | 20 | X | X | X |   |   |  |
| 5 | CBT                      | 15 | X | X | X |   |   |  |
| 6 | Semester End Examination | 40 | X | X | X | X | X |  |

### Recommended Resources

#### Textbooks :

1. Schultz, M and Doerr, J., “Professional services Marketing”, Wiley 2009
2. Lovelock, C., and Wirtz, J, “Essentials of Services Marketing”, Pearson Education 2008
3. Alexander Osterwalder and Yves Pigneur, “Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers”, Wiley 2010

#### Reference books

1. Adam J. Bock and Gerard George “The Business Model Book: Design, Build and Adapt Business Ideas that Drive Business Growth”, Pearson Education Limited 2017
2. Raphael Amit and Christoph Zott, Business Model Innovation Strategy: Transformational Concepts and Tools for Entrepreneurial Leaders”, Wiley 2020

### Readings & Case Analysis

Analysis of business models innovation – a multiple case study – Emerald insight

### Suggested Online Courses

[https://onlinecourses.swayam2.ac.in/imb24\\_mg57/preview](https://onlinecourses.swayam2.ac.in/imb24_mg57/preview)

**SEMESTER/YEAR : VIII/IV**  
**COURSE CODE :**  
**TITLE OF THE COURSE: Strategies for Winning Business**  
**Negotiations**  
**L: T: P: C : 4:0:0:0**

### Overview

This course is designed to equip participants with the knowledge, skills, and techniques necessary to effectively negotiate in business settings. Participants will learn about the psychology of negotiation, strategic planning, communication skills, and how to achieve win-win outcomes.

### Course Objectives

The objectives of the course are to enable the student to:

- Understand the fundamental principles of negotiation.
- Develop strategic negotiation skills.
- Learn effective communication and persuasion techniques.
- Explore the psychological aspects of negotiation.
- Practice negotiation through simulations and case studies.

### Course Outcomes

- Understand Core Negotiation Principles
- Prepare Effectively for Negotiations
- Build and Maintain Relationships
- Deploy Effective Negotiation Strategies and Tactics
- Overcome Common Negotiation Barriers

|                             |   |
|-----------------------------|---|
| <b>Approach to Learning</b> | <ul style="list-style-type: none"> <li>● Lectures</li> <li>● Readings</li> <li>● Active student participation and class room exercises</li> <li>● Case analysis collaboratively with students' involvement</li> </ul>   |
| <b>Assessment Strategy</b>  | <p>Participants will be assessed on both conceptual understanding and business application of finance practices by way of:</p> <ul style="list-style-type: none"> <li>● Mini projects,</li> <li>● Submission of assignments</li> <li>● Group assignments</li> <li>● Written exam</li> </ul> |

## Syllabus

| Units           | Syllabus Details  | Teaching Hours |
|-----------------|---|----------------|
| <b>Unit I</b>   | <b>Introduction to Negotiation</b><br>Definition and importance of negotiation in business, Types of negotiations (distributive vs. integrative). Preparation and Planning: The importance of preparation, setting objectives and goals, Understanding the BATNA (Best Alternative to a Negotiated Agreement).<br>Activity: Class discussion on personal negotiation experiences. | 9              |
| <b>Unit II</b>  | <b>Building Relationships and Trust:</b> The role of trust in negotiations, techniques for building rapport.<br>Communication Skills: Active listening and questioning techniques, non-verbal communication.<br>Activity: Pair exercises to practice effective communication.   | 6              |
| <b>Unit III</b> | <b>Strategies and Tactics:</b> Common negotiation strategies and when to use them, tactics for various negotiation scenarios.<br>Overcoming Obstacles: Identifying and addressing common barriers to negotiation, conflict resolution techniques.<br>Activity: Group discussions on overcoming specific obstacles.  | 10             |
| <b>Unit IV</b>  | <b>Ethics and Cultural Considerations:</b> Ethical considerations in negotiations, negotiating across cultures. Advanced Negotiation Techniques: Advanced techniques for complex negotiations, multi-party negotiations.<br>Activity: Case study on a complex, multi-party negotiation.   | 9              |
| <b>Unit V</b>   | <b>Negotiation Simulation:</b> Full-class negotiation simulation to apply learned techniques. (Activity)<br>Review and Final Assessment<br>Recap of key concepts and strategies.  | 6              |

## CO-PO Mapping

|            | PO1 | PO2 | PO3 | PO4 | PO5 | PO6 |
|------------|-----|-----|-----|-----|-----|-----|
| <b>CO1</b> | 2   | 3   | 3   | -   | -   | -   |
| <b>CO2</b> | 2   | 2   | 2   | -   | -   | -   |
| <b>CO3</b> | -   | 2   | 3   | -   | -   | -   |
| <b>CO4</b> | 3   | 3   | 3   | -   | -   | -   |
| <b>CO5</b> | -   | 2   | 2   | -   | -   | -   |

## Action Based Component

- Case study analysis on successful negotiation planning.
- Role-playing exercises to build trust.

- Analysis of real-world negotiation examples.
- Cultural negotiation simulations.

### Course Assessment

| # | Description of Assessment Method | Weightage % | Learning Outcomes Assessed |   |   |   |   | Submission (assignments) or length (exam) day/week |
|---|----------------------------------|-------------|----------------------------|---|---|---|---|--|
|   |                                  |             | 1                          | 2 | 3 | 4 | 5 |  |
| 1 | Class Participation              | 5           | X                          | X | X | X | X |  |
| 2 | Assignment 1                     | 10          |                            |   | X | X |   |  |
| 3 | Assignment 2                     | 10          | X                          | X |   |   |   |  |
| 4 | IAT Exam                         | 20          | X                          | X | X | X |   |  |
| 5 | CBT                              | 15          | X                          | X | X | X | X |  |
| 6 | Semester End Examination         | 40          |                            |   |   |   |   |  |

### Recommended Resources

#### Text books:

1. Fisher, R., Ury, W., & Patton, B. (2011). *Getting to Yes: Negotiating Agreement Without Giving in*, Penguin Publisher, Latest Edition.
2. Shell, G. R. (2006). *Bargaining for Advantage: Negotiation Strategies for Reasonable People*, Penguin Publisher, Latest Edition.
3. Lewicki, R. J., Barry, B., & Saunders, D. M. (2015). *Negotiation, Eighth Edition*, McGraw Hill.
4. Cialdini, R. B. (2006). *Influence: The Psychology of Persuasion*, Harper Business Publication, Revised Edition.

#### Reference books:

1. Thompson, L. *The Mind and Heart of the Negotiator*, Pearson, Second Edition, 2000.
2. Ury, W. *Getting Past No: Negotiating in Difficult Situations*, Bantom, USA, 1993, Latest Edition.

### Readings & Case Analysis

1. Harvard business review

### Suggested Courses on Coursera

- <https://www.coursera.org/learn/negotiation-project>
- <https://www.coursera.org/learn/negotiation>