



सावित्रीबाई फुले पुणे विद्यापीठ
॥ यः क्रियावान् स पण्डितः ॥

Savitribai Phule Pune University, Pune



Faculty of Commerce and Management

Curriculum 2024 Pattern **Master of Business Administration** **(MBA)**

Revised 2-year, 4 Semester Full time Programme
Choice Based Credit System (CBCS) and Grading System
Outcome Based Education Pattern
Aligned with National Education Policy (NEP) 2020

MBA 1st year effective from AY 2024 - 25

MBA 2nd year effective from AY 2025 - 26

**Master of Business Administration (MBA) - Revised Curriculum
2024 Pattern**

**2-year, 4 Semester Full time Programme
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MBA I effective from AY 2024 - 25

MBA II effective from AY 2025 - 26

1.0 Preamble: The revised MBA Curriculum 2024 integrates the National Education Policy, 2020 ethos with the Choice Based Credit System (CBCS) and Grading System and Outcomes Based Education (OBE)

2.0 Credit: *In terms of credits, for a period of one semester of 15 weeks:*

- a) *every ONE-hour session per week of L amounts to 1 credit per semester*
- b) *a minimum of TWO hours per week of T amounts to 1 credit per semester,*
- c) *a minimum of TWO hours per week of P amounts to 1 credit per semester,*

Each credit is a combination of 3 components viz. Lecture (L) + Tutorials (T) + Practice (Practical / Project Work / Self Study) (P) i.e. LTP Pattern. Indicative LTP, for each course, is documented in the syllabus.

The course teacher may, with the consent of the Director / Head of the Department / Designated academic authority of the Institute, modify the LTP of the course in view of the course requirements, nature of the course, the level of learners and the type of pedagogy and assessment tools proposed.

2.1 Session: Each teaching-learning, evaluation session shall be of 60 minutes. However, institutes shall have the flexibility to define their time slots in a manner as to use their faculty and infrastructure resources in the best possible way and ensure effective learning & comply with the credit structure of the respective courses

2.2 Course Announcement: The institute shall announce the elective courses and specializations it proposes to offer the students out of the wider course basket. It is not mandatory to offer all the specializations and all the electives. However, in the spirit of Choice Based Credit System, institutes should offer choices to the students for the elective courses and not offer only the minimum number of electives.

2.3 Course Registration: It is mandatory for every student, to register every semester, for the courses opted for that semester. Each student, on admission shall be assigned to a Faculty Advisor who shall advise her/him about the academic programs and counsel on the choice of courses considering the student's profile, career goals and courses taken in the earlier semesters. With the advice and consent of the Faculty Advisor, the student shall register for a set of courses he/she plans to take up for the Semester. Students shall have to register for the courses for the semester within first week of Semester I and immediately after conclusion of the preceding term for subsequent Semesters II, III and IV.

3.0 MBA Programme Focus:

3.1 Programme Educational Objectives (PEOs):

1. **PEO1:** Graduates of the MBA program will *successfully integrate core, cross-functional and inter-disciplinary aspects of management theories, models and frameworks with the real-world practices and the sector specific nuances to provide solutions to real world business, policy and social issues in a dynamic and complex world.*
2. **PEO2:** Graduates of the MBA program will possess excellent *communication skills*, excel in *cross-functional, multi-disciplinary, multi-cultural teams*, and have an appreciation for *local, domestic and global contexts* so as to manage *continuity, change, risk, ambiguity and complexity.*
3. **PEO3:** Graduates of the MBA program will be appreciative of the significance of *Indian ethos and values in managerial decision making* and *exhibit value centered leadership.*
4. **PEO4:** Graduates of the MBA program will be ready to *engage in successful career pursuits* covering a broad spectrum of areas in *corporate, non-profit organizations, public policy, entrepreneurial ventures* and engage in *life-long learning.*

5. **PEO5:** Graduates of the MBA program will be recognized in their chosen fields for their *managerial competence, creativity & innovation, integrity & sensitivity* to local and global issues of social relevance and earn the *trust & respect* of others as *inspiring, effective and ethical leaders, managers, entrepreneurs, intrapreneurs* and change agents.

3.2 Programme Outcomes (POs): At the end of the MBA programme the learner will possess the

1. **Generic and Domain Knowledge** - Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues
2. **Problem Solving & Innovation** - Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.
3. **Critical Thinking** - Ability to conduct investigation of multidimensional business problems using research based knowledge and research methods to arrive at data driven decisions
4. **Effective Communication** - Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large
5. **Leadership and Team Work** - Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
6. **Global Orientation and Cross-Cultural Appreciation:** Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross Cultural aspects of business and management.
7. **Entrepreneurship** - Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
8. **Environment and Sustainability** - Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.
9. **Social Responsiveness and Ethics** - Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
10. **LifeLong Learning** – Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

3.3 Programme Specific Outcomes (PSOs):

A] MARKETING MANAGEMENT

PSO MKT1: Strategic Marketing Analysis and Decision Making: *Graduates specializing in Marketing Management for the MBA programme will be able to Analyze market opportunities and challenges using advanced marketing research tools and techniques. They will develop strategic marketing plans that align with organizational objectives and respond effectively to dynamic market conditions.*

PSO MKT2: Digital and Social Media Marketing Proficiency: *Graduates specializing in Marketing Management for the MBA programme will be able to demonstrate proficiency in leveraging digital and social media platforms to enhance brand visibility and customer engagement. They will design and execute integrated digital marketing campaigns that drive business growth.*

PSO MKT3: Customer Relationship Management and Service Excellence: *Graduates specializing in Marketing Management for the MBA programme will be able to excel in building and maintaining strong customer relationships through effective communication, personalized marketing, and superior customer service. They will implement CRM systems to enhance customer loyalty and satisfaction.*

PSO MKT4: Innovative Product and Brand Management: *Graduates specializing in Marketing Management for the MBA programme will be able to develop innovative product and brand management strategies that address*

consumer needs and preferences. They will manage product lifecycles, brand portfolios, and execute branding initiatives that strengthen brand equity.

B] FINANCIAL MANAGEMENT

PSO FIN1: Financial Analysis and Reporting: *Graduates specializing in Financial Management for the MBA programme will be able to demonstrate the ability to analyze and interpret financial statements, conduct financial ratio analysis, and prepare comprehensive financial reports to support decision-making processes.*

PSO FIN2: Investment and Portfolio Management: *Graduates specializing in Financial Management for the MBA programme will be able to Apply knowledge of investment theories, financial instruments, and portfolio management techniques to construct and manage investment portfolios aimed at achieving specific financial goals.*

PSO FIN3: Corporate Finance and Risk Management: *Graduates specializing in Financial Management for the MBA programme will be able to Develop expertise in corporate finance principles, including capital structure, cost of capital, and capital budgeting, while effectively managing financial risks using various risk management tools and techniques.*

PSO FIN4: Financial Technology and Innovation: *Graduates specializing in Financial Management for the MBA programme will be able to Leverage emerging financial technologies (FinTech) and innovative financial solutions to improve financial services delivery, enhance operational efficiency, and support strategic financial planning.*

C] HUMAN RESOURCE MANAGEMENT

PSO HRM1: Strategic HR Planning and Implementation: *Graduates specializing in Human Resource Management for the MBA programme will be able to Demonstrate the ability to develop and implement strategic human resource plans that align with organizational goals, ensuring optimal utilization of human capital.*

PSO HRM2: Talent Acquisition and Development: *Graduates specializing in Human Resource Management for the MBA programme will be able to Apply advanced techniques and methodologies for effective talent acquisition, development, and retention, fostering a culture of continuous learning and professional growth.*

PSO HRM3: Employee Relations and Legal Compliances: *Graduates specializing in Human Resource Management for the MBA programme will be able to Ensure compliance with labor laws and ethical standards while managing employee relations, promoting a positive and legally compliant work environment.*

PSO HRM4: HR Analytics and Performance Management: *Graduates specializing in Human Resource Management for the MBA programme will be able to Utilize HR analytics and performance management systems to drive data-driven decisions, enhance employee performance, and achieve organizational excellence.*

D] OPERATIONS & SUPPLY CHAIN MANAGEMENT

PSO OSCM1: Operations Strategy and Process Improvement: *Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to Develop and implement effective operations strategies to enhance process efficiency, reduce waste, and improve overall productivity within organizations.*

PSO OSCM2: Supply Chain Design and Management: *Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to Design, analyze, and manage end-to-end supply chains to ensure the seamless flow of goods, services, and information, while minimizing costs and meeting customer demands.*

PSO OSCM3: Data-Driven Decision Making in Operations: *Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to Utilize quantitative and qualitative data analysis techniques to make informed decisions in operations and supply chain management, ensuring alignment with business goals and customer requirements.*

PSO OSCM4: Sustainable and Ethical Supply Chain Practices: *Graduates specializing in Operations and Supply Chain Management for the MBA programme will be able to Promote and implement sustainable and ethical practices within operations and supply chain management to support environmental sustainability, social responsibility, and ethical governance.*

E] BUSINESS ANALYTICS

PSO BA1: Data-Driven Decision Making: *Graduates specializing in Business Analytics for the MBA programme will be able to apply advanced analytical techniques and tools to collect, process, and interpret large datasets, enabling data-driven decision making in various business functions such as marketing, finance, operations, and human resources.*

PSO BA2: Business Intelligence and Reporting: *Graduates specializing in Business Analytics for the MBA programme will be able to Demonstrate proficiency in using business intelligence tools and software to create comprehensive reports and dashboards that effectively communicate insights and support business strategies.*

PSO BA3: Application of Business Analytics: *Graduates specializing in Business Analytics for the MBA programme will be able to Apply business analytics methodologies to various functional areas such as marketing, finance, operations, and human resources.*

PSO BA4: Integration of Analytics in Business Strategy: *Graduates specializing in Business Analytics for the MBA programme will be able to Integrate business analytics methodologies with strategic management practices to drive organizational growth and competitive advantage.*

F] AGRI-BUSINESS MANAGEMENT

PSO ABM1: Agribusiness Management Expertise: *Graduates specializing in Agri-Business Management for the MBA programme will be able to Demonstrate comprehensive knowledge and understanding of the principles, practices, and challenges in agribusiness management, including supply chain management, agricultural marketing, and financial management*

PSO ABM2: Sustainable Agricultural Practices: *Graduates specializing in Agri-Business Management for the MBA programme will be able to Apply sustainable agricultural practices and strategies to enhance productivity and profitability while ensuring environmental sustainability and social responsibility in agribusiness operations.*

PSO ABM3: Innovative Solutions and Technology Integration: *Graduates specializing in Agri-Business Management for the MBA programme will be able to Utilize modern technologies and innovative solutions to optimize agribusiness processes, data analytics, and digital marketing, to improve efficiency and competitiveness.*

PSO ABM4: Leadership and Entrepreneurial Skills: *Graduates specializing in Agri-Business Management for the MBA programme will be able to Exhibit strong leadership and entrepreneurial skills to effectively lead teams, manage projects, and launch and grow agribusiness ventures, fostering innovation and driving economic development in the agricultural sector.*

G] PHARMA & HEALTHCARE MANAGEMENT
PSO PHCM1: Pharma & Healthcare Strategy Development: *Graduates specializing in Pharma & Health Care Management for the MBA programme will be able*

to Develop and implement strategic plans for pharmaceutical and healthcare organizations that align with industry regulations, market trends, and organizational goals.

PSO PHCM2: Operational Excellence in Pharma & Healthcare: *Graduates specializing in Pharma & Health Care Management for the MBA programme will be able to Apply best practices in operations management to optimize processes, enhance efficiency, and ensure quality in pharmaceutical manufacturing and healthcare delivery systems.*

PSO PHCM3: Regulatory and Compliance Expertise: *Graduates specializing in Pharma & Health Care Management for the MBA programme will be able to Understand and navigate the regulatory environment of the pharmaceutical and healthcare industries to ensure compliance with national and international standards.*

PSO PHCM4: Healthcare Innovation and Technology Integration: *Graduates specializing in Pharma & Health Care Management for the MBA programme will be able to Assess and leverage emerging technologies and innovations to drive advancements in healthcare delivery and pharmaceutical research, enhancing patient care and operational efficiency.*

3.4 Graduate Attributes (GAs): At the end of the MBA programme the learner shall exhibit:

GA1: Managerial competence

GA2: Proficiency in Communication, Collaboration, Teamwork and Leadership

GA3: Competence in Creativity & Innovation

GA4: Research Aptitude, Scholarship & Enquiry

GA5: Global Orientation

GA6: Proficiency in ICT & Digital Literacy

GA7: Entrepreneurship & Intrapreneurship Orientation

GA8: Cross-functional & Inter-disciplinary Orientation

GA9: Results Orientation

GA10: Professionalism, Ethical, Values Oriented & Socially Responsible behaviour

GA11: Life-Long Learning Orientation

4.0 PG Diploma and PG Degree (MBA) Programme Structure as per NEP

Year	Level	Semester (2 Year)	Major		RM	OJT / FP	RP	Cumulative	Degree
			Mandatory	Electives					
I	6.0	Semester I	22 credits	4	-	-	-	26	
		Semester II	14 credits	4	4	4 FP	-	26	
Cumulativen Credits for PG Diploma			36	8	4	4	-	52	PG Diploma (after 3 Year Degree)
Exit option: PG Diploma 52 Credits after Three Year UG Degree (with additional 4 credits of OJT)									
II	6.5	Semester III	6	12	-	8 OJT	-	26	
		Semester IV	8	12	-	-	6RP	26	
			14	24	-	08	06	52	PG Degree (after 4 -Years UG)
Cum. Cr. for 2 Year PG Degree			50	32	4	12	6	104	PG Degree (after 3 -Years UG)

PG Diploma Programme Structure as per NEP								
Type	Semester	Course Type	Number of Courses	Credits	Total Credits	FA	SA	Total
Mandatory	I	Generic Core	6	3	18	300	300	600
Mandatory	I	Generic Core	2	2	4	0	100	100
Elective	I	Generic Elective	2	2	4	100	0	100
TOTAL			10	-	26	400	400	800
Mandatory	II	Generic Core	4	3	12	200	200	400
Mandatory	II	Generic Core	1	2	2	0	50	50
Mandatory	II	Business Research Methods	1	2	2	-	50	50
Mandatory	II	Desk Research	1	2	2	50	0	50
Mandatory	II	Field Project	1	4	4	50	100	150
Elective	II	Generic Elective	2	2	4	100	0	100
TOTAL			10	-	26	400	400	800
PG Diploma in Management after Three Year UG Degree (with additional 4 credits of OJT for Exit option)			20	-	52	800	800	1600

- The students can exit the Programme after one year of MBA, but he has to take additional 4 Credits of On- job Training. To get **PG Diploma after Three Year UG Degree, he should earn total 52+4= 56 Credits**
- Re-entry to complete the PG degree, after taking the exit option, will be permissible up to 05 years from the date of admission to the PG program
- The institute may conduct bridge courses for the respective students at the discretion of Director/ Head of the institutions

PG Degree Programme (MBA) Structure as per NEP								
Type	Semester	Course Type	Number of Courses	Credits	Total Credits	FA	SA	Total
Mandatory	III	Generic Core	1	3	3	50	50	100
Mandatory	III	Subject Core	1	3	3	50	50	100
Mandatory	III	OJT (SIP)	1	8	8	100	100	200
Elective	III	Subject Elective	4	3	12	200	200	400
TOTAL			7	-	26	400	400	800
Mandatory	IV	Generic Core	1	3	3	50	50	100
Mandatory	IV	Generic Core	1	2	2	0	50	50
Mandatory	IV	Subject Core	1	3	3	50	50	100
Mandatory	IV	Research Project	1	6	6	100	50	150
Elective	IV	Subject Elective	4	3	12	200	200	400
TOTAL			8	-	26	400	400	800
PG Degree (MBA) after Four-year UG Degree (Lateral Entry)			15	-	52	800	800	1600
PG Degree(MBA) after Three years UG Degree			35	-	104	1600	1600	3200

4.1 Course Types

- 4.1.1 **Core courses** are the compulsory courses for all the students. Core courses are of two types: Generic Core & Subject Core.
- 4.1.2 **Generic Core:** This is the course which should compulsorily be studied by a candidate as a core requirement to complete the requirement of a degree in a said discipline of study. Therefore, Generic Core courses are mandatory and fundamental in nature. These courses cannot be substituted by any other courses. Such courses are also known as Hard Core Courses.
- 4.1.3 **Subject Core:** A Core course may be a Subject Core if there is a choice or an option for the candidate to choose from a broad category (grouping) of subjects (specializations).
- 4.1.4 **Elective Course:** Elective course is a course which can be chosen from a pool of courses. It may be:
- Very Specialized or advanced course focusing on a specific aspect
 - Supportive to the discipline of study
 - Providing an extended scope
 - Enabling an exposure to some other discipline/domain
 - Nurturing candidate's proficiency/skills.
- 4.1.5 **Generic Elective:** An elective course which is common across disciplines / subjects is called a generic elective. 'Generic Elective' courses develop generic proficiencies amongst the students.
- 4.1.6 **Subject Elective:** A 'Discipline (specialization) centric' elective is called 'Subject Elective.' Subject Elective courses, in the Semester II, III and IV are focused on a specialization.
- 4.1.7 **Research Methodology Courses:** These courses are focused on various aspects of Research. They include – Business Research Methods, Desk Research (DR) and Field Project (FP) in Semester II, On The Job Training (OJT) in Semester III and Research Project (RP) in Semester IV. ***DR, FP, OJT and RP shall be specialization specific compulsory courses (subject core). BRM shall be a generic compulsory course.***
- 4.1.8 **Massive Open Online Courses (MOOCs)¹:** Massive Open Online Courses (MOOCs) are such online courses which are developed as per the pedagogy stated in the AICTE regulation (2016) or equivalent; following the four-quadrant approach and made available on the SWAYAM platform of Government of India. **Upto 40% credits are permitted through MOOCs. Any Course of 2 Credits can be taken in the form of SWAYAM / NPTEL MOOCs provided the student secures the certificate from SWAYAM / NPTEL. MOOCs from other platforms shall not be considered valid. MOOCs cannot be opted for in case of a 3-credit course.**

5.0 Specializations offered: The following specializations shall be offered:

- Marketing Management (MKT)
- Financial Management (FIN)
- Human Resources Management (HRM)
- Operations & Supply Chain Management (OSCM)
- Business Analytics (BA)
- Agri -Business Management (ABM)
- Pharma & Healthcare Management (PHM)

Note:

- There is no provision for MAJOR and MINOR Specialization Combination.
- Specialization shall be chosen at the BEGINNING of SEM III.
- Desk Research, Field Project, On-the Job Training & Research Project shall be in the area of specialization only. i.e. these courses are SUBJECT CORE COURSES.**
- Institutes may offer ONLY SELECT specializations based on industry needs, faculty strength & competencies, student demands, employability potential, etc.
- Institutes MAY NOT offer a specialization if a **minimum of 20% of students** are not registered for that specialization.
- The Institute MAY NOT offer an elective course if a **minimum of 20% of students** are not registered for that elective course.

¹ AICTE (Credit Framework for online learning course through SWAYAM) Regulations, 2016

6.0 Open Elective(s):

1. There is no provision for Open Electives. Students may pursue additional specializations as per the relevant provisions.

7.1 Formative Assessment (FA) / Comprehensive Concurrent Evaluation (CCE)

The course teacher shall prepare the scheme of Comprehensive Concurrent Evaluation (Formative Assessment) before commencement of the term.

1. The scheme of Comprehensive Concurrent Evaluation shall explicitly state the linkages of each FA/ CCE with the Course Outcomes and define the targeted attainment levels for each CO. Graduate Attributes may also be considered during the design of CCE scheme.
2. The Director / Head of the Department / designated academic authority shall approve the scheme of Formative Assessment (FA) Comprehensive Concurrent Evaluation with or without modifications.
3. The course teacher shall communicate to the students, the approved FA/ CCE scheme of the course and the same shall also be hosted on the Institute's website, not later than the first week of the term.
4. *Each FA/ CCE item shall be of minimum 25 marks.*
5. *For a 3 Credit Course there shall be a MINIMUM of three FA/CCE items. The final scores shall be converted to 50, using an average or best two out of three formula.*
6. *For 2 Credit Course there shall be a MINIMUM of two CCE items. The final scores shall be converted to 50.*
7. FA/ CCE shall be spread through the duration of course and shall be conceptualized, executed, assessed and documented by the course teacher along with student-wise and class-wise attainment levels of the COs and the attainment levels of the course.
8. The assessment outcome of each FA/CCE shall be duly signed by the course teacher, programme coordinator / academic head and the Director / Head of the Department / designated academic authority of the Institute.
9. A copy of the duly signed FA/CCE *outcome* shall be communicated to the students, within a week of the assessment and course teachers shall guide the students on a need basis.
10. Institute may conduct additional make up / remedial FA/CCE items at its discretion.
11. At the end of the term aggregate FA/CCE scores / grades shall be calculated and the CO attainment levels shall be calculated by the course teacher. The same shall be communicated to the students within a week.

7.1 Formative Assessment (FA) / Comprehensive Concurrent Evaluation Methods: Course teachers shall opt for a combination of one or more CCE methods listed below.

Group A (Individual Assessment) – Not more than 1 per course

1. Class Test
2. Open Book Test
3. Written Home Assignment
4. In-depth Viva-Voce

Group B (Individual Assessment) – At least 1 per course

5. Case Study
6. Caselet
7. Situation Analysis
8. Presentations

Group C (Group Assessment) – Not more than 1 per course

9. Field Visit / Study tour and report of the same
10. Small Group Project & Internal Viva-Voce
11. Model Development
12. Role Play
13. Story Telling
14. Fish Bowls

Group D (Creative - Individual Assessment) – Not more than 1 per course

15. Learning Diary

16. Scrap Book / Story of the week / Story of the month
17. Creating a Quiz
18. Designing comic strips
19. Creating Brochures / Bumper Stickers / Fliers
20. Creating Crossword Puzzles
21. Creating and Presenting Posters
22. Writing an Advice Column
23. Library Magazines based assessment
24. Peer assessment
25. Autobiography/Biography
26. Writing a Memo
27. Work Portfolio

Group E (Use of Literature / Research Publications- Individual Assessment) – Not more than 1 per course

28. Book Review
29. Drafting a Policy Brief
30. Drafting an Executive Summary
31. Literature Review
32. Term Paper
33. Thematic Presentation
34. Publishing a Research Paper
35. Annotated Bibliography
36. Creating Taxonomy
37. Creating Concept maps

Group F (Use of Technology - Individual Assessment) – Not more than 1 per course

38. Online Exam
39. Simulation Exercises
40. Gamification Exercises
41. Presentation based on Google Alerts
42. Webinar based assessment
43. Creating Webpage / Website / Blog
44. Creating infographics / infomercial
45. Creating podcasts / Newscast
46. Discussion Boards

7.2 Rubrics: The course teacher shall design Rubrics for each FA/CCE. Rubrics are scoring tools that define performance expectations for learners. The course teacher shall seek approval for the rubrics from the Director / Head of the Department / other designated competent academic authority of the institute. The course teacher shall share the approved Rubrics with the students at the start of the course. The rubric shall detail the following:

1. Linkages of the FA/CCE to COs.
2. A description of the assessment - brief concept note
3. Criteria that will be assessed - the expected learning outcomes.
4. Descriptions of what is expected for each assessment component - the expectations from the student.
5. Substantive description of the expected performance levels indicating mastering of various components - the assessment criteria.
6. The team composition, if applicable.
7. The format and mode of submission, submission timelines
8. Any other relevant details.

7.3 Safeguards for Credibility of FA/CCE: The following practices are encouraged to enhance transparency and authenticity of concurrent evaluation:

1. Involving faculty members from other management institutes.
2. Setting multiple question paper sets and choosing the final question paper in a random manner.
3. One of the internal faculty members (other than the course teacher) acting as jury during activity based evaluations.
4. Involvement of Industry personnel in evaluating projects / field based assignments.
5. Involvement of alumni in evaluating presentations, role plays, etc.
6. 100% moderation of answer sheets, in exceptional cases.

7.4 Retention of FA/CCE Documents: Records of FA/CCE shall be retained for 3 years from the completion of the Academic Year. i.e. **Current Academic Year (CAY) + 3 years.**

8.0 End Semester Evaluation (ESE)/ Summative Assessment (SA)

1. The End Semester Evaluation (Summative Evaluation) shall be conducted by the Savitribai Phule Pune University.
2. The ESE/SA shall have 5 questions each of 10 marks.
3. All questions shall be compulsory with internal choice within the questions.
4. The broad structure of the ESE/SA question paper shall be as follows:

Question Number	COGNITIVE ABILITIES EVALUATED	Nature
Q.1	REMEMBERING	Answer any 5 out of 8 (2 marks each)
Q.2	UNDERSTANDING	Answer any 2 out of 3 (5 marks each)
Q.3	APPLYING	Answer 3 (a) or 3 (b) (10 marks)
Q.4	ANALYSING	Answer 4 (a) or 4 (b) (10 marks)
Q.5	EVALUATING	Answer 5 (a) or 5 (b) (10 marks)
	CREATING	

9.0 Programme Flexibility:

9.1 Dropping an Elective Course:

1. Students who opt for an elective course and fail to earn the credits for the elective course (generic / subject / open) are permitted to opt for another elective course (generic / subject / open) in case they feel to do so.
2. In such a case they shall be said to have dropped the original course and opted for a new one.
3. Generic Core (GC), Subject Core (SC) CANNOT be dropped.
4. Generic Elective & Subject Elective can be dropped and replaced with equivalent alternative courses
5. Not more than four courses can be dropped and replaced with equivalent alternative courses during the entire MBA programme.

9.2 Credit Transfer for MOOCs:

1. Since MOOC is a guided self study course 40 - 45 hours of work shall be equivalent to one credit. The faculty shall oversee the progress of the learner as well as evaluate the learner for 50 marks / 2 credits.
2. Students shall apply to the Director / Head of the Department / other designated competent academic authority of the institute in advance and seek permission for seeking credit transfer for the proposed MOOCs, he/she wishes to pursue.
3. For claiming these credits - SWAYAM / NPTEL course / MOOC completion certificate submission to the institute shall be mandatory

10.0 Additional Specialization:

1. A student who has completed the MBA programme under this pattern may enroll for additional specialization after passing out the regular MBA programme.

2. Such students will be exempted from appearing for all the generic core and generic elective courses.
3. Such students shall have to appear for the subject core, subject elective courses, DR, FP, OJT and RP of the additional specialization that they have opted for.

11.0 Passing Standards:

1. A student shall be said to have earned the credits for a course if he/she earns minimum 40% marks.
2. Formative Evaluation and Summative Evaluation shall be separate heads of passing.

12.0 Grading System: The Indirect and Absolute Grading System shall be used, i.e. the assessment of individual Courses in the concerned examinations will be on the basis of marks. However, the marks shall later be converted into Grades by a defined mechanism wherein the overall performance of the learners can be reflected after considering the Credit Points for any given course. The overall evaluation shall be designated in terms of Grade. The 10-point standard scale mandated by UGC shall be used.

The performance of a student will be evaluated in terms of two indices, viz.

- (a) Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester.
- (b) Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time.

13 Miscellaneous

13.1 Scaling Down of CCE/FA Scores: The marks obtained by the student for the CCE/FA SHALL BE SCALED DOWN, to the required extent, if percentage of the marks of CCE/FA exceeds the percentage of marks scored in the ESE (End Semester University Examination) by 25% for the respective course.

13.2 Degree Requirements: The degree requirements for the MBA programme are completion of minimum 104 credits.

13.3 Maximum Attempts per Course:

1. A student shall earn the credits for a given course in maximum FOUR attempts.

13.4 Maximum Duration for completion of the Programme: The candidates shall complete the MBA Programme within 4 years from the date of admission.

13.5 Attendance: The student must meet the requirement of **75% attendance per semester per course** for grant of the term. The institute may condone the shortage in attendance in exceptional circumstances, up to a maximum of 10%. The institute shall have the right to withhold the student from appearing for examination of a specific course if the above requirement is not fulfilled.

13.6 Text Books and Reference Books refer to the latest edition.

13.7 Medium of Instruction: The medium of Instruction & Evaluation shall be English.

13.8 Grade Improvement:

1. A Candidate who has secured any grade other than F (i.e. passed the MBA programme) and desires to avail the Grade Improvement option, may apply under Grade Improvement Scheme within five years from passing that Examination.
2. He/she can avail not more than three attempts, according to the syllabus in existence, for grade improvement.
3. He /she shall appear for University Evaluation of **at least 1/3rd** of the Generic Core / Subject Core Courses (except SIP) for the purpose of Grade Improvement.

Annexures:

Annexure I – Semester wise Course List.

Annexure II - Detailed syllabus.

**Annexure I – LIST OF COURSES
OFFERED IN EACH SEMESTER**

SEMESTER I							
Type	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	MA 501 MJ	GC – 01	Managerial Accounting	3	50	50	100
Mandatory	OB 502 MJ	GC – 02	Organizational Behaviour	3	50	50	100
Mandatory	EAB 503 MJ	GC – 03	Economic Analysis for Business Decisions	3	50	50	100
Mandatory	BM 504 MJ	GC – 04	Basics of Marketing	3	50	50	100
Mandatory	BA 505 MJ	GC – 05	Business Analytics	3	50	50	100
Mandatory	DS 506 MJ	GC – 06	Decision Science	3	50	50	100
Mandatory	MF 507 MJ	GC – 07	Management Fundamentals	2	0	50	50
Mandatory	IKS 508 MJ	GC – 08	Indian Knowledge Systems	2	0	50	50
CORE TOTAL			8	22	300	400	700
Semester I Generic Electives - Any 2 Courses to be Opted from the following list							
Elective	BC 510 MJ	GE 01	Business Communication-I	2	50	0	50
Elective	TTB 511 MJ	GE 02	Technology Tools in Business Management - I	2	50	0	50
Elective	ESG 512 MJ	GE 03	Environmental, Social, and Governance (ESG)	2	50	0	50
Elective	DAF 513 MJ	GE 04	Demand Analysis & Forecasting	2	50	0	50
Elective	GWE 514 MJ	GE 05	Geopolitics & World Economic Systems	2	50	0	50
Elective	CFM 515 MJ	GE 06	Contemporary Frameworks in Management	2	50	0	50
Elective	EPM 516 MJ	GE 07	Essentials of Psychology for Managers	2	50	0	50
ELECTIVE TOTAL			2	4	100	0	100
SEMESTER TOTAL			10	26	400	400	800

SEMESTER II							
Type	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	MM 551 MJ	GC – 09	Marketing Management	3	50	50	100
Mandatory	FM 552 MJ	GC – 10	Financial Management	3	50	50	100
Mandatory	HRM 553 MJ	GC – 11	Human Resources Management	3	50	50	100
Mandatory	OSCM 554 MJ	GC – 12	Operations & Supply Chain Management	3	50	50	100
Mandatory	LAB 555 MJ	GC - 13	Legal Aspects of Business	2	0	50	50
CORE TOTAL			5	14	200	250	450
Mandatory	BRM 556 MJ	RM - 01	BRM	2	-	50	50
Mandatory	DR 557 MJ	RM - 02	Desk Research	2	50	0	50
Mandatory	FP 558 MJ	RM - 03	Field Project	4	50	100	150
RESEARCH TOTAL			3	8	100	150	250
Semester II Generic Electives - Any 2 Courses to be Opted from the respective elective list							
Elective	BC 560 MJ	GE 08	Business Communication-II	2	50	0	50
Elective	TTB 561 MJ	GE 09	Technology Tools in Business Management - II	2	50	0	50
Elective	SDG 562 MJ	GE 10	Sustainable Development Goals	2	50	0	50
Elective	SNS 563 MJ	GE 11	Selling & Negotiation Skills Lab	2	50	0	50
Elective	IE 564 MJ	GE 12	Indian Economy	2	50	0	50
Elective	IBE 565 MJ	GE 13	International Business Environment	2	50	0	50
Elective	BE 566 MJ	GE 14	Business Ethics	2	50	0	50
ELECTIVE TOTAL			2	4	100	0	100
SEMESTER TOTAL			10	26	400	400	800

SEMESTER III							
	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	301	GC – 14	Strategic Management	3	50	50	100
Mandatory	302	SC - 01		3	50	50	100
	CORE TOTAL		2	6	100	100	200
Mandatory	303	OJT (SC)	On the Job Training	8	100	100	200
	SIP TOTAL		1	8	100	100	200
Semester III Specialization Electives - Any 4 Courses to be Opted from the respective elective list							
Elective	304	SE 01		3	50	50	100
Elective	305	SE 02		3	50	50	100
Elective	306	SE 03		3	50	50	100
Elective	307	SE 04		3	50	50	100
Elective	308	SE 05		3	50	50	100
Elective	309	SE 06		3	50	50	100
Elective	310	SE 07		3	50	50	100
Elective	311	SE 08		3	50	50	100
	ELECTIVE TOTAL		4	12	200	200	400
	SEMESTER TOTAL		7	26	400	400	800
SEMESTER IV							
	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	401	GC – 15	Entrepreneurship, Innovation and Design Thinking	3	50	50	100
Mandatory	402	GC - 16	Enterprise Performance Management	2	0	50	50
Mandatory	403	SC - 02		3	50	50	100
	CORE TOTAL		3	8	100	150	250
Mandatory	404	RP	Research Project	6	100	50	150
	RESEARCH PROJECT TOTAL		1	6	100	50	150
Semester IV Specialization Electives - Any 4 Courses to be Opted from the following list							
Elective	405	SE 09		3	50	50	100
Elective	406	SE 10		3	50	50	100
Elective	407	SE 11		3	50	50	100
Elective	408	SE 12		3	50	50	100
Elective	409	SE 13		3	50	50	100
Elective	410	SE 14		3	50	50	100
Elective	411	SE 15		3	50	50	100
Elective	412	SE 16		3	50	50	100
	ELECTIVE TOTAL		4	12	200	200	400
	SEMESTER TOTAL		8	26	400	400	800
	PROGRAMME TOTAL		35	104	1600	1600	3200

MARKETING MANAGEMENT							
Specialization Core Courses							
Sem Code	Course Code	Course	Semester	Credits	FA	SA	Total Marks
302	SC MKT- 01	Services Marketing	III	3	50	50	100
403	SC MKT- 02	Marketing Strategy	IV	3	50	50	100
				6	100	100	200
Specialization Elective Courses - Semester III (Any 4 to be opted for)							
304	SE MKT- 01	Consumer Behaviour	III	3	50	50	100
305	SE MKT- 02	Product & Brand Management	III	3	50	50	100
306	SE MKT- 03	Sales & Distribution Management	III	3	50	50	100
307	SE MKT- 04	Digital Marketing-I	III	3	50	50	100
308	SE MKT- 05	International Marketing	III	3	50	50	100
309	SE MKT- 06	Business to Business Marketing	III	3	50	50	100
310	SE MKT- 07	Marketing Analytics	III	3	50	50	100
311	SE MKT- 08	Marketing 5.0	III	3	50	50	100
				12	200	200	400
Specialization Elective Courses - Semester IV (Any 4 to be opted for)							
405	SE MKT- 09	Integrated Marketing Communication	IV	3	50	50	100
406	SE MKT- 10	Rural & Agriculture Marketing	IV	3	50	50	100
407	SE MKT- 11	Tourism & Hospitality Marketing	IV	3	50	50	100
408	SE MKT- 12	Digital Marketing-II	IV	3	50	50	100
409	SE MKT- 13	Retail Marketing	IV	3	50	50	100
410	SE MKT- 14	Marketing of Financial Services	IV	3	50	50	100
411	SE MKT- 15	Recent trends in Marketing	IV	3	50	50	100
412	SE MKT- 16	Marketing 6.0	IV	3	50	50	100
				12	200	200	400
				30	500	500	1000

FINANCIAL MANAGEMENT							
Specialization Core Courses							
Sem Code	Course Code	Course	Semester	Credits	FA	SA	Total Marks
302	SC FIN- 01	Advanced Financial Management	III	3	50	50	100
403	SC FIN - 02	Financial Markets and Banking Operations	IV	3	50	50	100
				6	100	100	200
Specialization Elective Courses - Semester III (Any 4 to be opted for)							
304	SE FIN - 01	Financial Statement & Analysis	III	3	50	50	100
305	SE FIN - 02	Personal Financial Planning	III	3	50	50	100
306	SE FIN - 03	Security Analysis and Portfolio Management	III	3	50	50	100
307	SE FIN - 04	Fundamentals of Life Insurance - Products and Underwriting	III	3	50	50	100
308	SE FIN - 05	Digital Banking	III	3	50	50	100
309	SE FIN - 06	Direct Taxation	III	3	50	50	100
310	SE FIN - 07	Financial Reporting	III	3	50	50	100
311	SE FIN - 08	International Finance	III	3	50	50	100
				12	200	200	400
Specialization Elective Courses - Semester IV (Any 4 to be opted for)							
405	SE FIN - 09	Corporate Financial Restructuring	IV	3	50	50	100
406	SE FIN - 10	Business Valuation	IV	3	50	50	100
407	SE FIN - 11	Technical Analysis of Financial Markets	IV	3	50	50	100
408	SE FIN - 12	Risk Management	IV	3	50	50	100
409	SE FIN - 13	Rural and Micro Finance	IV	3	50	50	100
410	SE FIN - 14	Indirect Taxation	IV	3	50	50	100
411	SE FIN - 15	Corporate Financial Restructuring	IV	3	50	50	100
412	SE FIN - 16	Commodities Market	IV	3	50	50	100
				12	200	200	400
				30	500	500	1000

HUMAN RESOURCE MANAGEMENT							
Specialization Core Courses							
Sem Code	Course Code	Course	Semester	Credits	FA	SA	Total Marks
302	SC HRM- 01	Strategic Human Resource Management	III	3	50	50	100
403	SC HRM - 02	Employee Relations & Labour Legislation	IV	3	50	50	100
				6	100	100	200
Specialization Elective Courses - Semester III (Any 4 to be opted for)							
304	SE HRM - 01	Competency Based HRM	III	3	50	50	100
305	SE HRM - 02	Conflict management and Negotiation Skills	III	3	50	50	100
306	SE HRM - 03	HR Analytics	III	3	50	50	100
307	SE HRM - 04	Diversity & Inclusion	III	3	50	50	100
308	SE HRM - 05	HR Perspective in Merger & Acquisition	III	3	50	50	100
309	SE HRM - 06	Labour Economics & Costing	III	3	50	50	100
310	SE HRM - 07	Organization Diagnosis and Development	III	3	50	50	100
311	SE HRM - 08	HR Operations	III	3	50	50	100
				12	200	200	400
Specialization Elective Courses - Semester IV (Any 4 to be opted for)							
405	SE HRM - 09	Compensation & Reward Management	IV	3	50	50	100
406	SE HRM - 10	Employee Engagement	IV	3	50	50	100
407	SE HRM - 11	Designing HR Policies	IV	3	50	50	100
408	SE HRM - 12	Performance Management System	IV	3	50	50	100
409	SE HRM - 13	Change Management & New Technologies in HRM	IV	3	50	50	100
410	SE HRM - 14	Global HR Practices	IV	3	50	50	100
411	SE HRM - 15	Mentoring & Coaching	IV	3	50	50	100
412	SE HRM - 16	Labour Welfare	IV	3	50	50	100
				12	200	200	400
				30	500	500	1000

OPERATIONS & SUPPLY CHAIN MANAGEMENT							
Specialization Core Courses							
Sem Code	Course Code	Course	Semester	Credits	FA	SA	Total Marks
302	SC OSCM- 01	Services Operations Management	III	3	50	50	100
403	SC OSCM- 02	Supply Chain Management	IV	3	50	50	100
				6	100	100	200
Specialization Elective Courses - Semester III (Any 4 to be opted for)							
304	SE OSCM- 01	Planning & Control of Operations	III	3	50	50	100
305	SE OSCM- 02	Productivity Management	III	3	50	50	100
306	SE OSCM- 03	Theory of Constraints	III	3	50	50	100
307	SE OSCM- 04	Manufacturing Resource Planning	III	3	50	50	100
308	SE OSCM- 05	Quality Management Standards	III	3	50	50	100
309	SE OSCM- 06	Strategic Supply Chain Management	III	3	50	50	100
310	SE OSCM- 07	Business Excellence	III	3	50	50	100
311	SE OSCM- 08	Service Value Chain Management	III	3	50	50	100
				12	200	200	400
Specialization Elective Courses - Semester IV (Any 4 to be opted for)							
405	SE OSCM- 09	Industry 4.0	IV	3	50	50	100
406	SE OSCM- 10	Six Sigma for Operations	IV	3	50	50	100
407	SE OSCM- 11	Toyota Production System	IV	3	50	50	100
408	SE OSCM- 12	World Class Manufacturing	IV	3	50	50	100
409	SE OSCM- 13	Supply Chain Strategy	IV	3	50	50	100
410	SE OSCM- 14	Financial Perspectives in Operations Management	IV	3	50	50	100
411	SE OSCM- 15	Facilities Planning	IV	3	50	50	100
412	SE OSCM- 16	Sustainable Supply Chains	IV	3	50	50	100
				12	200	200	400
				30	500	500	1000

BUSINESS ANALYTICS							
Specialization Core Courses							
Sem Code	Course Code	Course	Semester	Credits	FA	SA	Total Marks
302	SC BA - 01	Python	III	3	50	50	100
403	SC BA- 02	Data Mining	IV	3	50	50	100
				6	100	100	200
Specialization Elective Courses - Semester III (Any 4 to be opted for)							
304	SE BA- 01	Advanced Statistical Methods	III	3	50	50	100
305	SE BA- 02	Data Visualization and storytelling	III	3	50	50	100
306	SE BA- 03	Marketing Analytics	III	3	50	50	100
307	SE BA- 04	Financial Analytics	III	3	50	50	100
308	SE BA- 05	Workforce Analytics	III	3	50	50	100
309	SE BA- 06	Big Data Analytics	III	3	50	50	100
310	SE BA- 07	Supply & Operation Chain Analytics	III	3	50	50	100
311	SE BA- 08	Digital marketing	III	3	50	50	100
				12	200	200	400
Specialization Elective Courses - Semester IV (Any 4 to be opted for)							
405	SE BA- 09	Time Series Analysis and Forecasting	IV	3	50	50	100
406	SE BA - 10	Strategic Management and Business Analytics	IV	3	50	50	100
407	SE BA - 11	Retail and E-Commerce Analytics	IV	3	50	50	100
408	SE BA - 12	Generative AI for Business Applications	IV	3	50	50	100
409	SE BA - 13	Healthcare Analytics	IV	3	50	50	100
410	SE BA - 14	Predictive Analytics and Machine learning using Python	IV	3	50	50	100
411	SE BA - 15	Sports Analytics	IV	3	50	50	100
412	SE BA - 16	Business applications of Blockchain technologies	IV	3	50	50	100
				12	200	200	400
				30	500	500	1000

AGRI BUSINESS MANAGEMENT							
Specialization Core Courses							
Sem Code	Course Code	Course	Semester	Credits	FA	SA	Total Marks
302	SC ABM- 01	Agriculture and Indian Economy	III	3	50	50	100
403	SC ABM- 02	ICT for Agriculture	IV	3	50	50	100
				6	100	100	200
Specialization Elective Courses - Semester III (Any 4 to be opted for)							
304	SE ABM- 01	Agricultural Marketing Management	III	3	50	50	100
305	SE ABM- 02	Rural Marketing	III	3	50	50	100
306	SE ABM- 03	Rural Banking	III	3	50	50	100
307	SE ABM- 04	Agri- Insurance	III	3	50	50	100
308	SE ABM- 05	Agri- Supply Chain Management	III	3	50	50	100
309	SE ABM- 06	Agricultural Import Export	III	3	50	50	100
310	SE ABM- 07	Current trends in Agriculture	III	3	50	50	100
311	SE ABM- 08	Agri- Entrepreneurship & Startup Management	III	3	50	50	100
				12	200	200	400
Specialization Elective Courses - Semester IV (Any 4 to be opted for)							
405	SE ABM- 09	Food Retail management	IV	3	50	50	100
406	SE ABM- 10	Agri- Input Marketing	IV	3	50	50	100
407	SE ABM- 11	Microfinance	IV	3	50	50	100
408	SE ABM- 12	Commodity derivatives and Risk Management	IV	3	50	50	100
409	SE ABM- 13	Procurement Management	IV	3	50	50	100
410	SE ABM- 14	Agri- Production, Planning and Control	IV	3	50	50	100
411	SE ABM- 15	Management of Allied Agro Industries	IV	3	50	50	100
412	SE ABM- 16	Agri- Cooperative Management	IV	3	50	50	100
				12	200	200	400
				30	500	500	1000

PHARMA & HEALTHCARE MANAGEMENT							
Specialization Core Courses							
Sem Code	Course Code	Course	Semester	Credits	FA	SA	Total Marks
302	SCPHM-01	Fundamentals of Pharma and Healthcare Management	III	3	50	50	100
403	SCPHM-02	Regulatory laws in Indian Pharmaceutical & healthcare Industry	IV	3	50	50	100
				6	100	100	200
Specialization Elective Courses-Semester III(Any4 to be opted for)							
304	SEPHM-01	Healthcare management	III	3	50	50	100
305	SEPHM-02	Pharmaceutical Marketing Management	III	3	50	50	100
306	SEPHM-03	Digital marketing in Pharma & Healthcare	III	3	50	50	100
307	SEPHM-04	Supply Chain Management in Pharmaceutical Sector	III	3	50	50	100
308	SEPHM-05	Pharmaceutical Production Management	III	3	50	50	100
309	SEPHM- 06	Compensation Management and Performance Appraisal in Pharma and healthcare	III	3	50	50	100
310	SEPHM- 07	Health Insurance	III	3	50	50	100
311	SEPHM- 08	Entrepreneurship in Pharma and Healthcare	III	3	50	50	100
				12	200	200	400
Specialization Elective Courses-Semester IV(Any 4 to be opted for)							
405	SEPHM- 09	Ethics and Legal aspects of Pharmaceutical and Healthcare Business	IV	3	50	50	100
406	SEPHM- 10	Clinical Data Management	IV	3	50	50	100
407	SEPHM- 11	Regulatory affairs in pharmaceuticals	IV	3	50	50	100
408	SEPHM- 12	International Pharma marketing	IV	3	50	50	100
409	SEPHM- 13	Marketing of Medical Devices and Diagnostics	IV	3	50	50	100
410	SEPHM- 14	Quality Assurance and Control Management in Pharma	IV	3	50	50	100
411	SEPHM-15	Pharmaceutical advanced Human Resource Management	IV	3	50	50	100
412	SEPHM-16	Healthcare Analytics	IV	3	50	50	100
				12	200	200	400
				30	500	500	1000

Annexure II – COURSE WISE DETAILED SYLLABUS

Semester I

Semester I	101	GC 01 – Managerial Accounting
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 101.1	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO 101.2	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO 101.3	APPLYING	PERFORM all the necessary calculations through the relevant numerical problems.
CO 101.4	ANALYSING	ANALYSE the situation and decide the key financial as well as non-financial elements involved in the situation.
CO 101.5	EVALUATING	EVALUATE the financial impact of the decision.
CO 101.6	CREATING	CREATE the Financial Statement of Sole Proprietor, Cost Sheet and Budgets

- 1 Basic Concepts:** Forms of Business Organization. Meaning and Importance of Accounting in Business Organization, Basic concepts and terms used in accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Ancient Indian / Mahajani Accounting System – history, Bahi – Khata, advantages & Limitations, Indian Accounting System v/s Modern Accounting System, Journal, Ledger and Trial Balance. **(4+2)**
- 2 Financial Statements:** Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of Final Accounts of sole proprietary firm. **(7 + 2)**
- 3 Cost Accounting:** Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Types of Cost, Elements of Cost, Classification and Analysis of Costs, Preparation of Cost Sheet. **(8 + 2)**
- 4 Marginal Costing:** Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis **(8 + 2)**
- 5 Cost Control Techniques: Budgetary Control & Standard Costing: Budgetary Control:** Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Cash Budget and Flexible Budget, **Standard Costing:** Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. **(8 + 2)**

Note: Numerical Problems will be asked on the following –

1. Final Accounts of Sole Proprietary Firm
2. Preparation of Cost Sheet
3. Marginal Costing
4. Cash Budget, Flexible Budget
5. Material Variances

Suggested Books:

1. Management Accounting- Khan and Jain, Tata McGraw Hill
2. Fundamentals of Management Accounting - H. V. Jhamb
3. Managerial Accounting - Dr. Mahesh Abale and Dr. Shriprakash Soni
4. Management Accounting - Dr. Mahesh Kulkarni
5. Bahi – Khata: The Traditional Accounting System of India – A. N. Aggarwal
6. Ancient India Accountancy: A Study – Krishna Mohan Tummala

Suggested Reference Books:

1. Financial Cost and Management Accounting, P. Periasamy
2. Financial Accounting for Management, Shankarnarayanan Ramanath, CENGAGE Learning
3. Accounting for Management, S. N. Maheshwari
4. Management Accounting, MadhuVij
5. Fundamentals of Management Accounting, H. V. Jhamb
6. Cost and Management Accounting, M. N. Arora
7. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications
8. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson
9. Accounting For Management, Jawarhar Lal
10. Accounting, Shukla Grewal
11. Management Accounting, Ravi Kishore
12. Accounting for Managers, Dearden and Bhattacharya
13. The Arthashastra: Selections from the Classic Indian Work on Statecraft – Kautilya (Edited by Patrick Olivelle)
14. Kautilya’s Arthashastra – Translated into English by R. Shamasastri

Semester I	102	GC 02 - Organizational Behaviour
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 102.1	REMEMBERING	Describe complexities of individual and group behavior in the organizations
CO 102.2	UNDERSTANDING	Explain the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO 102.3	APPLYING	APPLY Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings
CO 102.4	ANALYSING	ANALYZE human behavioural problems like conflict, low motivational levels, politics, attitudinal issues etc. and develop solutions to these problems.
CO 102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behavior in order to achieve organizational goals.
CO 102.6	CREATING	DEVELOP strategies for challenges faced during shaping organizational behavior, organizational culture and organizational change.

1. **Fundamentals of OB:** Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC). **Personality:** Definition- Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window. Relevant case studies on personality (7+2)
2. **Perception:** Meaning and concept of perception, Factors influencing perception, Perceptual process, social perception (stereotyping and halo effect) Relevant case studies on Perception (7+2)
3. **Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow’s Need Hierarchy & Herzberg’s Two Factor Model Theory), The Process Theories (Vroom’s expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. Relevant case studies on Motivation (7+2)
4. **Group and Team Dynamics:** The Meaning of Group, Group behaviour & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development, Team Effectiveness & Team Building. **Leadership:** Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, leadership principles from Indian epics and scriptures (e.q. Ramayana and Mahabharata), Managerial Grid Theory of Leadership, Path Goal Theory of leadership and Situational Leadership (Hersey-Blanchard) Model. Relevant case studies on Group dynamics and Leadership (8+2)
5. **Stress at workplace:** Work Stressors – Prevention and Management of stress – counselling, Importance of Yoga in Stress Management, Balancing work and Life, causes of work stress. **Organizational Change:** Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to

change. Kurt Lewin's- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change. Relevant case studies on stress management and organizational change (6+2)

Suggested Text Books:

1. Organizational Behaviour, Robins.
2. Organizational Behaviour, Nelson & Quick.
3. Organizational Behaviour, Fred Luthans.
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra.
5. Organizational Behaviour, M N Mishra.
6. Organizational Behaviour, K Ashwathappa

Suggested Reference Books

1. Understanding OB, Uday Pareek.
2. Change & Knowledge Management, Janakiram, Ravindra and Shubha Murlidhar.
3. Human Resource Management, Nkomo, CENGAGE Learning

Semester I	103	GC 03 – Economic Analysis For Business Decisions
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 103.1	REMEMBERING	DEFINE the key terms in micro-economics.
CO 103.2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO 103.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO 103.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO 103.5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
CO 103.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

1. **Managerial Economics:** Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and decision-making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory. (6+1)
2. **Utility & Demand Analysis:** Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus. Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numericals not expected) (8+1)
3. **Supply & Market Equilibrium:** Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale, Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run. (8+1)

4. **Revenue Analysis and Pricing Policies:** Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing. Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition. Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Pricing Power, Duopoly, Industry Analysis. Profit Policy: Break Even analysis. Profit Forecasting. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price. (11+1)
5. **Consumption Function and Investment Function:** Introduction, Consumption Function, Investment Function, Marginal efficiency of capital and business expectations, Multiplier, Accelerator. Business Cycle: Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions. (7+1)

Suggested Text Books:

1. Managerial Economics, Peterson, Lewis, Sudhir Jain, Pearson, Prentice Hall
2. Managerial Economics, D. Salvatore, McGraw Hill, New Delhi.
3. Managerial Economics, Pearson and Lewis, Prentice Hall, New Delhi
4. Managerial Economics, G.S. Gupta, T M H, New Delhi.
5. Managerial Economics, Mote, Paul and Gupta, T M H, New Delhi.

Suggested Reference Books:

1. Managerial Economics, Homas and Maurice, Tata McGraw Hill
2. Managerial Economics - Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
3. Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
4. Managerial Economics, D.M.Mithani
5. Managerial Economics, Joel Dean, Prentice Hall, USA.
6. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.

Semester I	104	GC 04 – Basics Of Marketing
3 Credits	LTP: 2:0:2	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO104.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.
CO104.2	UNDERSTANDING	DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the 'tool kit' of every organizational leader and manager.
CO104.3	APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real-world scenarios.
CO104.4	ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services).
CO104.5	EVALUATING	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.

CO104.6	CREATING	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services.).
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- 1. Introduction to Marketing:** Evolution of marketing in India from ancient times to the present day. Definition & Functions of Marketing- Scope of Marketing, Core concepts of marketing –Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market, Competition, Key customer markets, Brick & Click Model, Functions of Marketing Manager, Linkage of Marketing functions with all functions in the organization, Company orientation towards market place: Production - Sales – Product-Marketing –Societal – Relational, Holistic Marketing Orientation, Selling versus marketing, Marketing 1.0 to Marketing 6.0, Concept of Marketing Myopia, Digital Natives, informed Vs Distracted customers, Integrating Traditional Marketing, digital Marketing and Sustainable Marketing, Digital Transformation in Marketing: AI, big data, and machine learning transforming marketing strategies, Customer Experience (CX), Sustainable Marketing **(6+6)**
- 2. Consumer Behavior:** Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior, Neuromarketing, Omnichannel Consumer Behaviour, Behavioral Economics. How People buy Online, Adoption process- Awareness to Advocacy –Aware, Appeal, Ask, Act, Advocate (5As) and The O Zone (O3) Own, Outer and Other influence, Show rooming and Web rooming, Consumerization **(6+6)**
- 3. Marketing Environment:** Concept of Environment, Macro Environment & Micro Environment – Components and characteristics, Needs & Trends, Major forces impacting the Macro Environment & Micro Environment, Need for analyzing the Marketing Environment. Analyzing the Political, Economic, Socio-cultural, Technical and Legal Environment. Demographics, Environmental, Social, and Governance (ESG) Factors, Technological Innovations, Regulatory Changes, role of joint families, community networks, and local influencers in marketing, impact of Indian festivals (e.g., Diwali, Holi, Eid) and cultural events (e.g., Kumbh Mela, local fairs) on consumer spending and marketing strategies **(6+6)**
- 4. Segmentation, Target Marketing & Positioning:** Segmentation - Concept, Need & Benefits. Geographic, Demographic, Psychographic, Behavioural bases of segmentation for consumer goods and services. Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential & Market Share. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning - Concept of differentiation & positioning, Value Proposition & Unique Selling Proposition, Influencer Marketing, Forrester's Social Technographics segmentation **(6+6)**
- 5. Marketing Mix:** Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. Product Life Cycle: Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC. Digital Marketing Mix, Customer Journey Mapping, Service-Dominant Logic, Connected Marketing Mix -four C's (co-creation, currency, communal activation, and Conversation). **(6+6)**

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination

Suggested Text Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2. Marketing Management, Rajan Saxena, TMGH
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Suggested Reference Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.
4. Marketing Whitebook
5. "Indian Marketing: Cases and Concepts" by S. Neelamegham
6. "Marketing in India: Text and Cases" by S. Ramesh Kumar

Semester I	105	GC 05 - Business Analytics
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 105.1	REMEMBERING	Recall the fundamental concepts and terminologies in business analytics
CO 105.2	UNDERSTANDING	Explain the differences between business analytics and related fields (e.g., business analysis, business intelligence, data science), as well as the ethical considerations and quality of data in business analytics and key applications of business analytics.
CO 105.3	APPLYING	Utilize basic tools of business analytics, such as data exploration and visualization tools, to perform basic exploratory data analysis and data cleaning tasks.
CO 105.4	ANALYSING	Break down business problems into key questions and analyze data to derive meaningful insights for decision-making in various business domains like marketing, finance, HR, operations, health care, and agri-business
CO 105.5	EVALUATING	Assess the effectiveness of different data-driven strategies and analytical techniques in improving business performance across different sectors through case studies
CO 105.6	CREATING	Design and propose data-driven solutions and strategies to address complex business challenges, integrating knowledge from marketing, finance, HR, operations, health care, and agri-business analytics.

- 1. Business Analytics Basics:** Definition of analytics, Evolution of analytics, The Growing Role of Business Analytics, Business analytics vs business analysis, Business intelligence vs Data Science, Data Analyst Vs Business Analyst, Types of Analytics - Descriptive, Diagnostic, Predictive, Prescriptive, Concept of insights. Importance of data in business analytics, Differences between data, information and knowledge, Quality of data, 5Vs of Big Data, Big Data Collection and Ethics, Data sources and collection methods, Data privacy, security, and ethical considerations. (7+2)
- 2. Analytical decision-making:** Analytical decision-making process, characteristics of the analytical decision-making process. Breaking down a business problem into key questions that can be answered through analytics, Characteristics of good questions, Skills of a good business analyst, The Basic Tools of Business Analytics - Data exploration and visualization (using tools like Excel, Tableau, or Power BI), Concept of Statistical analysis and hypothesis testing (Hypothesis testing numerical / tests not expected) Data Visualization: Concept of Data Visualization, Popular Data Visualization tools, Exploratory Data Analysis(EDA), Data Cleaning, Data Inspection. (7+2)
- 3. Business Analytics in Marketing and Finance:** Marketing Analytics, Customer segmentation, targeting, and positioning, Campaign management and ROI measurement, Data-driven marketing strategies. Financial Analytics - Risk management and credit scoring, Financial forecasting and planning, Case studies: Financial performance improvement through analytics (Non-Statistical - Conceptual Treatment only). (7+2)
- 4. Business Analytics in HR and Operations:** HR Analytics, Workforce planning and talent management, Employee engagement and performance measurement, Case studies: Enhancing HR practices with analytics. Operations Analytics - Process optimization and efficiency improvement, Supply chain analytics and logistics management, Case studies: Operational excellence through analytics Non-Statistical - Conceptual Treatment only). (7+2)
- 5. Business Analytics in Health Care and Agri Business:** Health Care Analytics - Patient care optimization and resource management, Predictive analytics for health outcomes, Case studies: Improving health care delivery with analytics. Agri Business Management Analytics - Crop yield prediction and supply chain management, Market analysis and risk management in agriculture, Case studies: Enhancing agricultural productivity with analytics Non-Statistical - Conceptual Treatment only). (7+2)

Suggested Text Books:

1. Davenport, T. H., & Harris, J. G. (2007). "Competing on analytics: The new science of winning". Harvard Business School Press.
2. Provost, F., & Fawcett, T. (2013). "Data science for business: What you need to know about data mining and data-analytic thinking". O'Reilly Media.
3. Sharda, R., Delen, D., & Turban, E. (2019). "Business intelligence, analytics, and data science: A managerial perspective" (4th ed.). Pearson.
4. Hastie, T., Tibshirani, R., & Friedman, J. (2009). "The elements of statistical learning: Data mining, inference, and prediction" (2nd ed.). Springer.
5. Knaflic, C. N. (2015). "Storytelling with data: A data visualization guide for business professionals". Wiley.
6. Pearl, J., & Mackenzie, D. (2018). "The book of why: The new science of cause and effect". Basic Books.
7. Lewis, M. (2016). "Marketing data science: Modeling techniques in predictive analytics with R and Python". Pearson FT Press.
8. Siegel, E. (2016). "Predictive analytics: The power to predict who will click, buy, lie, or die". Wiley.
9. Winston, W. L. (2014). "Marketing analytics: Data-driven techniques with Microsoft Excel". Wiley.
10. Narayanan, A., & Bhattacharya, A. (2023). "Big data in finance: Data analytics in financial services and banking". Wiley.
11. Fitz-enz, J. (2010). "The new HR analytics: Predicting the economic value of your company's human capital investments". AMACOM.
12. Raghupathi, W., & Raghupathi, V. (2014). "Big data analytics in healthcare: Promise and potential". Health Information Science and Systems, 2(1), 1-10.
13. Simchi-Levi, D., Kaminsky, P., & Simchi-Levi, E. (2007). "Designing and managing the supply chain: Concepts, strategies, and case studies" (3rd ed.). McGraw-Hill/Irwin.

Semester I	106	GC 06 – Decision Science
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 106.1	REMEMBERING	DESCRIBE the concepts and models associated with Decision Science.
CO 106.2	UNDERSTANDING	UNDERSTAND the different decision-making tools required to achieve optimization in business processes.
CO 106.3	APPLYING	APPLY appropriate decision-making approach and tools to be used in business environment.
CO 106.4	ANALYSING	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
CO 106.5	EVALUATING	EVALUATE the various facets of a business problem and develop problem solving ability
CO 106.6	CREATING	DISCUSS & propose the various applications of decision tools in the present business scenario.

1. **Introduction:** Importance of Decision Sciences & role of quantitative techniques in decision making. **Linear Programming:** Concept, Formulation & Graphical Solution. Applications related to management functional areas, Formulation of L.P. Problems, Graphical Solutions (Special cases: Multiple optimal solution, infeasibility, unbounded solution). (7+2)
2. **Transportation Problems:** Concept, formulation, Basic initial solution using North West Corner rule, Least Cost method & Vogel's Approximation Method (VAM), Optimal solution using Modified Distribution Method (Special cases: balanced, unbalanced, restriction, prohibited routes and maximization). Concept of degeneracy. (7+2)

3. **Assignment Problems:** Concept, Flood's Technique/ Hungarian method, (Special cases: multiple solutions, maximization case, unbalanced case, restrictions on assignment) (7+2)
4. **Decision Theory:** Concept, Decision making under uncertainty (Maximin, Maximax, Minimax regret, Hurwicz & Laplace principles), Decision making under risk (EMV, EVPI) for items with and without salvage value. Game Theory: Concept, two-person Zero-Sum games, Maximin Minimax Principle, Games without Saddle point- Mixed strategy, Dominance Rule- Reduction of m x n game and solution of 2x2. (7+2)
5. **PERT & CPM:** Concept, Drawing network diagram, identifying critical path, Network calculations- calculating EST, LST, EFT, LFT, Slack, floats. Programme evaluation and review technique (PERT). (7+2)

Note:

1. In each unit caselet related to management situation in various functional domains shall be discussed by the subject teacher.
2. Numerical based on functional areas of business are expected on each unit

Suggested Text Books:

1. Quantitative Techniques in Management by N.D. Vohra Tata, McGraw Hill Publications (latest Edition)
2. Operations Research by Hamdy A. Taha, Pearson Publication (latest edition)
3. Operations research by Hira Gupta, S. Chand Publication (latest Edition)
4. Operations Research Theory & Applications by J K Sharma- MacMillan Publishers India Ltd. (latest Edition)
5. Statistical Methods by S.C. Gupta S. Chand Publication (latest edition)
6. Comprehensive Statistical Methods by P.N. Arora, Sumeet Arora, S. Arora S. Chand Publication

Suggested Reference Books:

1. Quantitative techniques & statistics By K L Sehgal Himalaya Publications (latest edition)
2. An introduction to management science: Quantitative approach for decision making- Cengage Learning- Anderson (latest edition)
3. Introduction to Operations Research by Billie E. Gillett, TMGH (latest edition)
4. Operations Research by Nita Shah, Ravi Gor, Hardik Soni, PHI (latest Edition).
5. Operations Research by R. Pannerselvam, Prentice Hall India

Semester I	107	GC 07 – Management Fundamentals
2 Credits	LTP: 1:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 107.1	REMEMBERING	ENUMERATE various managerial competencies and approaches to management.
CO 107.2	UNDERSTANDING	EXPLAIN the role and need of Planning, Organizing, Decision Making and Controlling.
CO 107.3	APPLYING	MAKE USE OF the principles of goal setting and planning for simple as well as complex tasks and small projects.
CO 107.4	ANALYSING	COMPARE and CONTRAST various organizational structures of variety of business and not-for-profit entities in a real-world context.
CO 107.5	EVALUATING	BUILD a list of the decision-making criteria used by practicing managers, leaders and entrepreneurs in routine and non-routine decision-making situations and EVALUATE and EXPLAIN the same.
CO 107.6	CREATING	FORMULATE and DISCUSS a basic controlling model in a real life business, start-up and not-for-profit organizational context.

1. **Basic Concepts:** Manager, Managing, Workplace, Organization, Management Functions, Mintzberg's Managerial Roles, The Universality of Management, Approaches to Management - Early Management, Classical Approach, Behavioral Approach, Quantitative Approach, Contemporary Approaches. Managerial Competencies: Communication, team work, planning and administrative, strategic and global competencies; Managerial Skills;

- How Is the Manager's Job Changing? Importance of Customers to the Manager's Job, Importance of Innovation to the Manager's Job, Importance of Sustainability to the Manager's Job. (6)
2. **Planning:** Concept, need, nature, Management By Objectives (MBO) - Process of MBO - Benefits of MBO, Planning and Performance, Goals and Plans, Types of Goals, Types of Plans, Setting Goals and Developing Plans, Approaches to Setting Goals, Developing Plans, Approaches to Planning, Planning Effectively in Dynamic Environments. (6)
 3. **Organizing:** Organization, Organizing, Organizational Structures, Principles of Work Specialization, Departmentalization, Chain of Command, Span of Control, Centralization and Decentralization, Formalization. Mechanistic and Organic Structures, Factors Affecting Structural Choice - Strategy, Size, Technology, Environmental Uncertainty. Traditional Organizational Designs - Simple Structure, Functional Structure, Divisional Structure, Matrix Structure, Team Structures, Project Structure, Adaptive Organizations – Boundary less Organization, Virtual Organizations, Learning Organization, Flexi Work, Tele-working, Global Organizations. (6)
 4. **Decision Making:** The Decision-Making Process - Identifying a Problem - Identifying Decision Criteria - Allocating Weights to the Criteria - Developing Alternatives - Analyzing Alternatives - Selecting an Alternative - Implementing the Alternative - Evaluating Decision Effectiveness. Making Decisions: Rationality, Bounded Rationality, The Role of Intuition, The Role of Evidence-Based Management. Types of Decisions & Decision-Making Conditions. Decision-Making approaches - Quantitative approach, Environmental Approach, System Approach, Ethical Approach, Intuitive Approach, Case Study Approach Decision-Making Styles - Linear–Nonlinear Thinking Style Profile, Decision-Making Biases and Errors. Effective Decision Making in Today's World - Correctness of decision, Decision environment, Timing of decision, Effective communication of Decision, Participation in decision Making-Implementation of decision. (7)
 5. **Controlling:** Controlling, Definition, need and Importance, The Control Process, Managerial Decisions in Controlling, Feed-forward / Concurrent / Feedback Controls. Financial Controls, Information Controls, Benchmarking of Best Practices. (5)

Suggested Text Books:

1. Fundamentals of Management by Robbins, S.P. and Decenzo, D.A., Pearson Education Asia, New Delhi.
2. Management, Koontz and Wehrich, TMGH
3. Management, Stoner, et. al., Prentice Hall of India, New Delhi.

Suggested Reference Books:

1. Management, Hellregel, Thomson Learning, Bombay
2. Management, Robbins & Coulter, Prentice Hall of Hall of India, New Delhi.
3. Management - Text & Cases, Satya Raju, PHI, New Delhi.
4. Management, Richard L. Draft, Thomson South-Western

Semester I	108	GC 08 – Indian Knowledge Systems
2 Credits	LTP: 2:0:0	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 108.1	REMEMBERING	RECALL key teachings and themes from the Bhagavad Gita, and identify significant events and principles from the life of Shivaji Maharaj.
CO 108.2	UNDERSTANDING	EXPLAIN the role of values, ethics, and spirituality in leadership and organizational culture as taught in the Bhagavad Gita, and summarize Shivaji Maharaj's leadership qualities.
CO 108.3	APPLYING	APPLY principles of self-awareness, self-management, and emotional intelligence from the Bhagavad Gita to real-world leadership scenarios.
CO 108.4	ANALYSING	COMPARE and contrast Indian Knowledge Systems (IKS) with Western Management Theories (WMT), particularly in terms of leadership styles,

		decision-making frameworks, and ethical considerations. Life lessons by great preachers.
CO 108.5	EVALUATING	EVALUATE the effectiveness of Jugaad innovations in various sectors and assess the impact of family and community roles in Indian business practices
CO 108.6	CREATING	DESIGN strategic leadership plans that integrate the principles of the Bhagavad Gita and Shivaji Maharaj's governance strategies to address contemporary organizational challenges

- 1. Leadership and Organizational Behavior from Bhagavad Gita:** Overview of the Bhagavad Gita, Historical and cultural context, Key themes and teachings, Role of values, ethics and spirituality in leadership and organizational culture, Motivation, Self-awareness and self-management principles, Developing resilience and emotional intelligence, Inspiring and motivating teams, Team dynamics and conflict resolution in Indian traditions, Gita-based decision-making frameworks, Conflict resolution strategies, Servant leadership principles, Building high-performance teams, Ethical dilemmas and decision-making, Reflection and personal growth exercises **(5+1)**
- 2. Insights and Lessons from the life of Shivaji Maharaj:** Overview of Shivaji Maharaj's life, historical context, Dharma, Raj Dharma, and Artha, Leadership qualities of Shivaji Maharaj - Leadership in adversity, Leadership styles and effectiveness in different contexts, Shivaji Maharaj's strategic vision and planning, Innovative strategies in warfare and governance, Principles of governance in Shivaji's kingdom, Administration structures and decision-making processes, Efficient and ethical governance, Shivaji Maharaj as an entrepreneur and nation-builder, Economic policies and trade strategies, Cultural values in Shivaji's leadership, Balancing tradition with modernity in leadership, Relevance of Shivaji Maharaj's leadership in contemporary management and leadership. **(5+1)**
- 3. Comparative Analysis of Indian Knowledge Systems and Western Management Theories:** Overview of IKS: Vedas, Upanishads, Darshanas, Overview of Western management theories (WMT), Philosophical foundations and cultural contexts; Individualism (IKS) vs. Collectivism (WMT), Hierarchical structures (IKS) vs. egalitarianism (WMT), Holistic decision-making (IKS) vs. analytical approaches (WMT), Intuition and gut feelings (IKS) vs. data-driven decision-making (WMT), Work-life balance: Concepts of Karma and Dharma vs. Western work ethic, IKS emphasis on sustainability vs. Western focus on short-term gains, Strategic alignment with societal goals: IKS principles vs. shareholder value maximization in the West, Synergies and integration of IKS and Western management practices. Life lessons by preachers- Gautam Buddha, Mahavir Jain, Sant Kabir **(5+1)**
- 4. Indigenous Management Practices and Frameworks – Jugaad:** Jugaad - Definition and Principles, Key principles of frugal innovation, Historical context and cultural significance in India; The Jugaad Mindset, Characteristics of a Jugaad innovator, Comparison with conventional innovation models, Importance of resourcefulness and creativity, Case Studies of Jugaad Innovation, Analysis of successful Jugaad innovations in India, impact on communities and industries, Sector-Specific Case Studies – Healthcare, Agriculture, Automobiles, Education, etc., Scaling Jugaad Innovations, Sustaining Jugaad Innovations, Frugal innovation in other countries, Emerging trends and technologies in frugal innovation. **(5+1)**
- 5. Indigenous Management Practices and Frameworks - The role of family and community in Indian business:** Historical context of family and community roles in Indian business, Joint family systems, Community Networks, Characteristics of family-owned businesses, Leadership styles, Cooperative movements in India, Social enterprises and their impact on local communities, Role of community support in business sustainability, Cultural values and their influence on business ethics, Role of traditional values in contemporary business practices, Ethical decision-making influenced by family and community, Corporate Social Responsibility in the Indian context, Community engagement strategies, Challenges faced by family and community businesses, Succession planning, leadership transition, Conflict resolution, Opportunities for growth and innovation, Adapting traditional practices to modern business environments, Emerging trends and their impact on family and community roles, Technology and globalization's influence on traditional practices. **(5+1)**

Suggested Text Books:

1. "The Bhagavad Gita: A New Translation" by Stephen Mitchell
2. "The Essence of the Bhagavad Gita: Explained by Paramhansa Yogananda" by Swami Kriyananda
3. "The Bhagavad Gita: A New Commentary" by Swami Sivananda
4. "Bhagavad Gita: A New Translation" by Swami Satchidananda
5. "The Bhagavad Gita for Executives" by Swami Parthasarathy
6. "Bhagavad Gita: A New Interpretation for Modern Times" by Stephen Cope
7. "Shivaji: The Great Maratha" by Ranjit Desai

8. "Shivaji and His Times" by Jadunath Sarkar
9. "The Life and Times of Shivaji Maharaj" by Kalpana Roy
10. "Chhatrapati Shivaji Maharaj" by A.K. Priolkar
11. "Leadership Lessons from the Life of Shivaji Maharaj" by Shubhada Joshi
12. "Management Insights from Indian Spirituality" by A.V. Narasimha Murthy
13. "Western and Indian Management: Exploring Synergies" by Vipin Gupta
14. "Ancient Indian Wisdom for Self-Development" by Pradip N. Khandwalla
15. "Indian Ethos and Values in Management" by Sankar
16. "East Meets West: Asian Management Approaches" by Kimio Kase
17. "Comparative Management: A Cultural Perspective" by Malcolm Warner
18. "Jugaad Innovation: Think Frugal, Be Flexible, Generate Breakthrough Growth" by Navi Radjou, Jaideep Prabhu, and Simone Ahuja
19. "Frugal Innovation: How to Do More with Less" by Navi Radjou and Jaideep Prabhu
20. "Reverse Innovation in Healthcare: How to Make Value-Based Delivery Work" by Vijay Govindarajan and Ravi Ramamurti
21. "The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail" by Clayton Christensen
22. "Frugal Innovation: How to Do More with Less" by Navi Radjou and Jaideep Prabhu
23. "Jugaad: A New Growth Formula for Corporate India" by Sangeeta Talwar
24. "Family Business in India" by R.G. Verma
25. "Business Maharajas" by Gita Piramal
26. "The Indian Family Business Mantra" by D.N. Ghosh
27. "The Spirit of Indian Business" by Elst W. Koenraad
28. "Family Business in India: A Historical and Socio-cultural Perspective" by Dev Nathan
29. "The Indian Family Business" by Frank K. Gunderson and Bruce R. Kunkel
30. "The Tata Group: From Torchbearers to Trailblazers" by Shashank Shah
31. "The Z Factor: My Journey as the Wrong Man at the Right Time" by Subhash Chandra
32. "Dabbawalas: Lessons for Building Lasting Success Based on Values" by Shrinivas Pandit

Indicative Case Studies

1. Amul: The Cooperative Movement - Focus: Cooperative model, rural empowerment, supply chain management.
2. The Dabbawalas of Mumbai - Focus: Operational excellence, Six Sigma, traditional logistics systems, Supply chain efficiency, customer satisfaction.
3. Fabindia: Crafting Success- Focus: Handicrafts, sustainable sourcing, social entrepreneurship.
4. Tata Group: Pioneering Corporate Social Responsibility- Focus: CSR practices, ethical business, community development.
5. Jaipur Foot: Affordable Prosthetics - Focus: Social innovation, frugal engineering, inclusive growth.
6. Patanjali: Revolutionizing FMCG - Focus: Ayurvedic products, brand positioning, market disruption.
7. SEWA (Self-Employed Women's Association): Empowering Women - Focus: Women empowerment, microfinance, cooperative movement.
8. ITC's e-Choupal: Digitizing Rural India - Focus: E-commerce, rural development, supply chain integration.
9. Lijjat Papad: Women's Cooperative - Focus: Women entrepreneurship, cooperative model, business sustainability.
10. Haldiram's: Traditional Snacks, Modern Business - Focus: Brand evolution, quality management, market expansion.
11. Reliance Jio: Disrupting Telecom - Focus: Market disruption, technology adoption, customer acquisition.
12. Tata Nano: The World's Cheapest Car - Focus: Frugal innovation, product development, market challenges.
13. Biocon: Building a Global Biotech Company - Focus: Research and development, strategic alliances, global expansion.
14. Shahnaz Husain: Globalizing Ayurveda - Focus: Brand building, international marketing, traditional knowledge.
15. Cafe Coffee Day: Creating a Coffee Culture - Focus: Brand positioning, customer experience, market expansion.
16. Mahindra & Mahindra: Driving Innovation - Focus: Product diversification, innovation strategies, global expansion.

17. Godrej: From Locks to Consumer Goods - Focus: Diversification, brand evolution, sustainability practices.
18. Infosys: Leadership and Growth - Focus: Corporate governance, employee empowerment, innovation.
19. Tata Steel: Global Expansion and CSR - Focus: Globalization, corporate social responsibility, sustainable practices.
20. Zomato: Revolutionizing Food Delivery in India - Focus: Technology integration, customer engagement, market expansion.

Semester I	109	GE 01 – Business Communication -I
2 Credits	LTP: 0:2:2	Generic Elective

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 109.1	REMEMBERING	RECOGNIZE the various elements of communication, channels of communication and barriers to effective communication.
CO 109.2	UNDERSTANDING	EXPRESS themselves effectively in routine and special real world business interactions.
CO 109.3	APPLYING	DEMONSTRATE appropriate use of body language.
CO 109.4	ANALYSING	TAKE PART IN professional meetings, group discussions, telephonic calls, elementary interviews and public speaking activities.
CO 109.5	EVALUATING	APPRAISE the pros and cons of sample recorded verbal communications in a business context.
CO 109.6	CREATING	CREATE and DELIVER effective business presentations, using appropriate technology tools, for common business situations.

1. **Basics of Communication:** Communication elements and process, Need of Communication Skills for Managers, Channels, forms and dimensions of communication, Verbal and non-verbal communication, Principles of nonverbal communication - through clothes and body language, Persuasive communication: the process of persuasion, formal and informal persuasion, Barriers to communication and how to overcome the barriers, Principles of effective communication. (5)
2. **Speaking:** Characteristics of effective speech, voice quality, rate of speaking, clear articulation, eye contact, use of expressions, and gestures and posture; Types of managerial speeches: speech of introduction, speech of vote of thanks, occasional speech, theme speech, formal speeches during meetings. (5)
3. **Soft skills:** How communication skills and soft skills are inter-related, Body language-posture, eye-contact, handling hand movements, gait - Voice and tone, Meeting and Boardroom Protocol - Guidelines for planning a meeting, Before the meeting, On the day of the Meeting, Guidelines for Attending the meeting, For the Chairperson, For attendees, For Presenters, Telephone Etiquette, Cell phone etiquette, Telephone etiquette guidelines, Mastering the telephone courtesy, Active listening, Putting callers on hold, Transferring a call, Screening calls, Taking a message, Voice Mail, Closing the call, When Making calls, Closing the call, Handling rude or impatient clients, Cross-cultural communication, cultural sensitivity, Cross-cultural issues which affect Communication across different Cultures, Culture and non-verbal communication, Effective intercultural communication, Business and social etiquette. (7)
4. **Presentation skills:** Principles of Effective Presentations, Planning, Structure and Delivery, Principles governing the use of audiovisual media, Time management - Slide design and transition: representation of textual information into visuals for effectiveness of communication - Style and persuasiveness of the message - Adherence to the number of slides, Dynamics of group presentation and individual presentation. (5)
5. **Interviews:** Essentials of placement interviews, web /video conferencing, tele-meeting. Impression Formation, Tactics, The Self-presentational Motive, The Compass Qualities; First and Lasting Impressions; Magic Pills; Toxic Traits; The Social Context: Norms and Roles, The Target's Values, Physical Appearance; Communication Style; Content of Communication; Actions; The Environment; Success; Changing from the Outside-in, Current Social Image, The Private Self, Worrying about Impressions. (5)

Note:

1. The entire course should be delivered with a skills development focus.
2. Video recordings of student's performances (speaking tasks) should be carried out and used for intensive reviews for performance improvement.

Suggested Text Books:

1. Business Communication Today, Bovee C L et. al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education
3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Suggested Reference Books:

1. Communication Skills for Effective Management, Hargie et. al., Palgrave
2. Communication for Business, Tayler Shinley, Pearson Education
3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
5. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd.

Semester I	110	GE 02 – Technology Tools in Business Management-I
2 Credits	LTP: 0:0:4	Generic Elective

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 110.1	REMEMBERING	Recall the basic functions and features of MS Word, MS PowerPoint, and MS Excel.
CO 110.2	UNDERSTANDING	Explain the purpose and use of different tools and functions in MS Word, MS PowerPoint, and MS Excel.
CO 110.3	APPLYING	Utilize the basic features of these tools to create business documents, presentations, and spreadsheets.
CO 110.4	ANALYSING	Examine the interrelationships between different tools and their applications in business scenarios
CO 110.5	EVALUATING	Assess the effectiveness of various formatting and data management techniques in real-world tasks.
CO 110.6	CREATING	Develop comprehensive business reports, presentations, and data analysis projects using the integrated features of MS Word, MS PowerPoint, and MS Excel.

1. **MS-Word & MS PowerPoint: MS Word:** Interface and navigation, creating and saving documents, formatting text and paragraphs, page layout and sections, headers, footers, and page numbering, border, watermark, adding fonts, line spacing, page break, table splits, references, use of AI, spell checks, mail merge, track changes and comments, creating tables and charts.
MS PowerPoint: Interface and navigation, creating and saving presentations, slide design and layout, adding text, images, and videos, using SmartArt and charts, designing custom animations and transitions, presenter view and notes, creating interactive presentations, exporting and sharing presentations, converting PPT into JPEG/PDF, slide master, free templates, corporate presentations.
2. **Basics of Excel (Part 1):** Introduction to spreadsheets, understanding Microsoft Excel, Excel workbook windows, basic spreadsheet skills, Excel help system, opening and closing workbooks, understanding workbook file formats, creating new workbooks, selecting cells, auto sum and auto fill function, cell referencing and request, formatting cells, formatting numbers, placing cell alignment, cell, rows, and columns, understanding worksheets, editing, copying, and moving cells, page layouts in Excel, proofing workbooks, basic options, ribbons, and toolbar.
3. **Basics of Excel (Part 2):** Defining names in Excel, sorting data, using Excel tables, filtering data in Excel, understanding charts, chart design options and tools, chart format tools, combo charts, functions within Excel,

understanding date function, information functions, logical functions, find and replace, headers and footers, adding comments, conditional formatting.

4. **Customer Relationship Management (CRM) and Communication Tools: Salesforce:** Introduction to Salesforce CRM, managing customer relationships, sales tracking, automation of sales processes, customer service, creating dashboards, generating reports, using Salesforce Trailhead for hands-on practice. **HubSpot:** Overview of HubSpot CRM, inbound marketing strategies, managing contacts and deals, email marketing, sales automation, analytics and reporting, utilizing HubSpot Academy for practical knowledge. **Slack:** Understanding Slack interface, creating channels, managing teams, integrating apps and services, communication best practices, using Slack for project collaboration, exploring Slack resources. **Microsoft Teams:** Navigating Microsoft Teams, creating teams and channels, managing conversations and meetings, file sharing and collaboration, integrating Office 365 applications, using Microsoft Teams for remote work.

5. **Artificial Intelligence, Project Management and Marketing Tools**

AI Tools: Introduction to AI and Chat GPT, Applications in Business, Saving work time through AI Tools, setting up and using Chat GPT, Paid Chat GPT Features, How to input the information for better results, integrating Chat GPT with business processes, introduction to machine learning tools, natural language processing applications, AI-driven business insights, ethical considerations

Asana: Project and task management fundamentals, creating and managing projects, assigning tasks, setting deadlines, tracking progress, using Asana boards and timelines, collaboration features, Asana Academy resources.

Trello: Visual project management with Trello, creating boards, lists, and cards, managing workflows, collaboration and team management, integrating power-ups and automation, using Trello for personal and professional projects.

Hootsuite: Social media management basics, connecting social media accounts, scheduling and publishing posts, monitoring social media engagement, analyzing performance metrics, using Hootsuite for social media campaigns, Hootsuite Academy resources.

Suggested Book References

1. "Microsoft Office 365 For Dummies" by Wallace Wang
2. "MOS Study Guide for Microsoft Word Exam MO-100" by Joan Lambert
3. "MOS Study Guide for Microsoft PowerPoint Exam MO-300" by Joan Lambert
4. "Excel 2019 Bible" by Michael Alexander, Richard Kusleika, and John Walkenbach
5. "Microsoft Excel 2019 Step by Step" by Curtis Frye

Online Free Courses

1. **Microsoft Office Training Center:** Free training resources for Microsoft Word, PowerPoint, and Excel. <https://support.microsoft.com/en-us/training>
2. **GCF Global - Microsoft Office Tutorials:** Free tutorials for Word, PowerPoint, and Excel. <https://edu.gcfglobal.org/en/subjects/office/>
3. Coursera - AI For Everyone by Andrew Ng: Free trial and financial aid options available. <https://www.coursera.org/learn/ai-for-everyone>
4. DeepLearning.AI - Introduction to TensorFlow for Artificial Intelligence, Machine Learning, and Deep Learning: Free trial and financial aid options available. <https://www.coursera.org/learn/introduction-tensorflow>

Semester I	111	GE 03 - Environmental, Social, and Governance (ESG)
2 Credits	LTP: 2:0:0	Generic Elective

Course Outcomes: Upon successful completion of the course, learners will be able to:

CO#	Cognitive Abilities	Course Outcomes
CO 111.1	Remembering	Identify key concepts and terminology related to Environmental, Social, and Governance (ESG) principles.
CO 111.2	Understanding	Explain the importance and impact of ESG factors on business and society.
CO 111.3	Applying	Apply ESG criteria in assessing business practices and strategies.
CO 111.4	Analyzing	Analyze the role of ESG in risk management and value creation.
CO 111.5	Evaluating	Evaluate the effectiveness of ESG practices in different industries.
CO 111.6	Creating	Develop strategies to improve ESG performance in organizations.

1. **Introduction to ESG:** Definition and scope of ESG, Historical development of ESG principles, Importance of ESG in modern business, Key stakeholders and their roles in ESG, Overview of global ESG standards and frameworks (e.g., UN SDGs, GRI, SASB), Case studies on the impact of ESG on business performance. (6)
2. **Environmental Sustainability:** Environmental issues and challenges, Corporate environmental responsibility, Strategies for reducing environmental impact, Environmental risk management, Sustainability reporting and metrics, Case studies on successful environmental sustainability initiatives. (6)
3. **Social Responsibility:** Definition and scope of social responsibility, Corporate social responsibility (CSR) practices, Human rights and labor standards, Diversity, equity, and inclusion (DEI) in the workplace, Community engagement and philanthropy, Case studies on effective social responsibility programs (6)
4. **Governance and Ethical Practices:** Principles of good corporate governance, Board structure and responsibilities, Executive compensation and incentives, Transparency and accountability, Ethical decision-making in business, Case studies on governance failures and successes (6)
5. **ESG Integration and Reporting:** Integrating ESG into business strategy, ESG risk assessment and management, ESG performance measurement and reporting, Role of technology in ESG data management, Investor perspectives on ESG, Case studies on comprehensive ESG integration (6)

Suggested Book References:

1. "Sustainable Investing: Revolutions in Theory and Practice" by Cary Krosinsky and Nick Robins
2. "Principles for Responsible Investment: An ESG Framework for Decision Making" by Gero Jung
3. "Corporate Governance and Ethics: An Aristotelian Perspective" by Alejo G. Sison
4. "The Sustainable MBA: A Business Guide to Sustainability" by Giselle Weybrecht
5. "Environmental, Social, and Governance (ESG) Investing: A Balanced Analysis of the Theory and Practice of a Sustainable Portfolio" by John Hill

Online Free Courses and Resources:

1. Coursera - "Introduction to ESG: Environmental, Social and Governance"
Link: <https://www.coursera.org/learn/esg-investing>
2. edX - "Sustainable Development: The Post-Capitalist Order"
Link: <https://www.edx.org/course/sustainable-development-the-post-capitalist-order>
3. FutureLearn - "Sustainable Business: Big Issues, Big Changes"
Link: <https://www.futurelearn.com/courses/sustainable-business>
4. UNPRI - Principles for Responsible Investment Academy
Link: <https://www.unpri.org/pri-academy>
5. GRI - Global Reporting Initiative Training and Resources
Link: <https://www.globalreporting.org/standards/training-and-resources/>

Semester I	112	GE 04 – Demand Analysis And Forecasting
2 Credits	LTP: 2:0:0	Generic Elective

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 112.1	REMEMBERING	DESCRIBE the key terms associated with demand analysis, demand estimation and demand forecasting.
CO 112.2	UNDERSTANDING	SUMMARIZE the use of demand forecasting in various functions of management.
CO 112.3	APPLYING	IDENTIFY the pros and cons of various forecasting methods
CO 112.4	ANALYSING	DECONSTRUCT a forecast into its various components
CO 112.5	EVALUATING	BUILD a forecast for common products and services using time-series data.

1. **Demand Analysis:** An Overview, Significance of Demand Analysis and Forecasting, How Predictable Is the Future? Some Causes of Forecast Error, Myths versus Reality of Forecasting, Data Collection, Storage, and

- Processing Reality, Art-of-Forecasting, Reality of Judgmental Overrides, Reality of Unconstrained Forecasts, Constrained Forecasts, and Plans, Accuracy of Forecast, Short Run Forecast, Long Term Forecast. Applications of Forecasting – Forecasting economic trends, Sales Forecasts, Staffing forecasts, budgeting, revenue and tax planning, cash flows forecasting, raw material planning, inventory planning, etc. (5+1)
2. **Estimation of Demand** - Marketing Research Techniques - Consumer Surveys, Consumer Clinics and Focus Groups, Market Experiments in Test Stores. Statistical Estimation, Variable Identification, Time Series and Cross-Sectional Data Collection, Specification of the Model, Estimation of the Parameters, Interpretation of Regression Statistics. (5+1)
 3. **Forecasting Demand:** Overview of Forecasting Methods, Selecting a Forecasting Technique, Purpose of Forecast, Type of Users, Patterns in the Data Series, Lead Time, Minimum Data Requirement, Desired Accuracy, Cost of forecasting, Qualitative Forecasting Techniques - Survey and Opinion Polling Techniques, Delphi Method, Cross Impact Analysis, Historical Analogy. (5+1)
 4. **Quantitative Forecasting Methods Using Time Series Data:** Time Series Analysis - Trend Analysis, Cyclical Variations, Seasonal Effects, Random Fluctuations, Smoothing Techniques, Moving Averages, Exponential Smoothing, Single Exponential Smoothing, Holt's Two-Parameter Method, Holt's-Winters' Method, Winters' Additive Seasonality Standard Statistical Error Terms, Specific Measures of Forecast Error, Out-of-Sample Measurement, Forecast Value Added. Barometric Techniques - Leading, Lagging and Coincident Economic Indicators, Diffusion and Composite Indexes, Choose the Appropriate Forecasting Method Use of Software Packages for Forecasting such as EXCEL. (5+1)
 5. **New Product Forecasting:** Using Structured Judgment, Differences between Evolutionary and Revolutionary New Products, General Feeling about New Product Forecasting, New Product Forecasting Overview, What Is a Candidate Product? New Product Forecasting Process, Structured Judgment Analysis, Structured Process Steps, Statistical Filter Step, Model Step, Forecast Step. (5+1)

Suggested Text Books:

1. Demand-Driven Forecasting: A Structured Approach to Forecasting, Charles W. Chase
2. Demand Forecasting for Managers, Stephan Kolassa
3. Forecasting: Principles and Practice, George Athanasopoulos and Rob J. Hyndman

Suggested Reference Books:

1. Fundamentals of Demand Planning and Forecasting - Forecasting & Planning , Chaman L. Jain and Jack Malheron

Semester I	113	GE 05- Geopolitics & World Economic Systems
2 Credits	LTP: 2:0:0	Generic Elective

Course Outcomes: At the end of this course, the learner shall be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 113.1	REMEMBERING	ENUMERATE the various elements of global economic system.
CO 113.2	UNDERSTANDING	EXPLAIN the role of key trade organizations in the global economic system.
CO 113.3	APPLYING	IDENTIFY the crucial elements of international trade laws.
CO 113.4	ANALYSING	ANALYSE the forces that work for and against globalization.
CO 113.5	EVALUATING	ASSESS the impact of the elements of the Global Economic System on the India Economy.

1. **Introduction to Global Economic & political Systems:** Meaning of Global Economy and its History Structure and Components of Global Economy, Theory of Hegemonic Stability, Differences among National Economies, Market Oriented Capitalism, Developmental Capitalism, Social Market Capitalism, Comparative Analysis, Effects of Globalization on Indian Economy. (6)
2. **The Trading System:** Debate over Free Trade – Functions of GATT and WTO, The Uruguay Round and World Trade Organization, Trade Blocs – EU, OECD, OPEC, SAARC, ASEAN, NAFTA, Threats to Open Trading System, Developments in International Trade Theory, Bi-lateral, Multilateral Trade Agreements, Impact of Trade wars in liberalized economy. (6)

3. **International Trade Laws:** International Contracts of Sale of Goods Transactions, International Trade Insurance, Patents, Trademarks, Copyright and Neighboring Rights. Intellectual property Rights, Dispute settlement Procedures under GATT & WTO, Payment systems in International Trade, International Labour Organization and International Labour Laws. (6)
4. **International Monetary System:** The International Financial System - Reform of International Monetary Affairs - The Bretton Wood System and the International Monetary Fund, Controversy over Regulation of International Finance, Developing Countries' Concerns, Exchange Rate Policy of Developing Economies. (6)
5. **Contemporary issues and Challenges in Global Economic Environment - Indian perspective:** Globalization and its Advocacy, Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. Euro zone Crisis and its impact on India, Issues in Brexit, World recession, inflationary trends, impact of fluctuating prices of crude oil, gold etc. (6)

Suggested Text Books:

1. Global Political Economy, Robert Gilpin, Princeton University Press
2. International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook
3. International Trade Law, Indira Carr and Peter Stone
4. Development and Sustainability: India in a Global Perspective edited by Sarmila Banerjee, Anjan Chakrabarty

Suggested Reference Books:

1. International Economics, Paul Krugman, Maurice Obstfeld and Marc Melitz, Pearson, Global Edition
2. Globalizing Capital, A history of the International Monetary system, Barry Eichengreen, Princeton University Press.

Semester I	114	GE 06 – Contemporary Frameworks in Management
2 Credits	LTP: 1:1:1	Generic Elective

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 114.1	REMEMBERING	DEFINE Emotional Intelligence (EQ), IDENTIFY the benefits of emotional intelligence and RELATE the 5 Dimensions of Trait EI Model to the practice of emotional intelligence.
CO 114.2	UNDERSTANDING	DESCRIBE how companies achieve transition from being good companies to great companies, and DISCUSS why and how most companies fail to make the transition.
CO 114.3	APPLYING	APPLY the 21 laws that make leadership work successfully to improve your leadership ability and ILLUSTRATE its positive impact on the whole organization.
CO 114.4	ANALYSING	EXAMINE the fundamental causes of organizational politics and team failure.
CO 114.5	EVALUATING	EXPLAIN the approach to being effective in attaining goals by aligning oneself to the "true north" principles based on a universal and timeless character ethic.

1. **Emotional Intelligence :** What is Emotional Intelligence, Benefits of EI, Understand the difference between Trait EI and Ability EI, 5 Dimensions of Trait EI Model - Self Awareness (SA), Managing Emotions (ME), Motivation (M), Empathy (E), Social Skills (SS) - Self awareness (SA) - Self Awareness, Seeing the other side, Giving in without giving up, Life Positions – you and only you can choose your mindset, Managing Emotions (ME) - Self-Regulation, Managing Emotions, The ‘EQ brain’ and how it works, The science of emotions, Understanding Emotions, Find your self-control, Using Coping Thoughts, Using Relaxation Techniques, Self-Motivation (M) – Optimism, Pessimism, The balance between optimism and pessimism, The power of re-framing, Empathy (E) –

- Empathy, Barriers to empathy, Developing your empathy, Social Skills (SS) - Social skills, Making an impact, Creating a powerful first impression, Assessing a situation, Being zealous without being offensive, Traits of a person with high social skills. Determine your EQ
- The 7 habits of highly effective people:** Paradigms and principles, Inside-out, The seven habits - an overview - Private victory Habit 1. Be proactive: principles of personal vision, Habit 2. Begin with the end in mind: principles of personal leadership, Habit 3. Put first things first: principles of personal management, Public victory. Paradigms of interdependence. Habit 4. Think win/win: principles of interpersonal leadership, Habit 5: Seek first to understand, then to be understood: principles of empathetic communication, Habit 6. Synergize: principles of creative cooperation, Renewal. Habit 7. Sharpen the sword: principles of balanced self-renewal
 - Five dysfunctions of a team:** Absence of trust—unwilling to be vulnerable within the group, Fear of conflict—seeking artificial harmony over constructive passionate debate, Lack of commitment—feigning buy-in for group decisions creates ambiguity throughout the organization, Avoidance of accountability—ducking the responsibility to call peers on counterproductive behavior which sets low standards, Inattention to results—focusing on personal success, status and ego before team success
 - The 21 irrefutable laws of leadership:** The law of the lid, The law of influence, The law of process, The law of navigation, The law of addition, The law of solid ground, The law of respect, The law of intuition, The law of magnetism, The law of connection, The law of the inner circle, The law of empowerment, The law of the picture, The law of buy-in, The law of victory, The law of the big mo, The law of priorities, The law of sacrifice, The law of timing, The law of explosive growth, The law of legacy.
 - Good to Great:** Level 5 Leadership - Leaders who are humble, but driven to do what's best for the company, First Who, Then What: Get the right people on the bus, then figure out where to go. Find the right people and try them out in different seats on the bus (different positions in the company), Confront the Brutal Facts: The Stockdale paradox, Hedgehog Concept: Three overlapping circles: What lights your fire ("passion")? What could you be best in the world at ("best at")? What makes you money ("driving resource")? Culture of Discipline: Rinsing the cottage cheese, Technology Accelerators: Using technology to accelerate growth, within the three circles of the hedgehog concept, The Flywheel: The additive effect of many small initiatives.

Suggested Reference Books:

- Emotional Intelligence, Daniel Goleman
- The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Stephen R. Covey
- The Five Dysfunctions of a Team: A Leadership Fable , Patrick M. Lencioni
- The 21 Irrefutable Law of Leadership-John C. Maxwell
- Good to Great, Jim Collins

Semester I	115	GE 07 – Essentials Of Psychology for Managers
2 Credits	LTP: 1:1:1	Generic Elective

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 115.1	REMEMBERING	DEFINE the basic concepts of psychology.
CO 115.2	UNDERSTANDING	EXPLAIN the sensing and perceiving processes.
CO 115.3	APPLYING	APPLY principles of learning and conditioning to human behavior.
CO 115.4	ANALYSING	ILLUSTRATE the linkages between learning, memory and information processing.
CO 115.5	EVALUATING	EXPLAIN the basic intrapersonal processes that influence social perception.

- Basic Concepts:** Introduction to Psychology, Definitions of Psychology, Goals of Psychology, History of Psychology, Modern Psychology, Psychology: Its Grand Issues and Key Perspectives, Psychology - Trends for the New Millennium. Biological Bases of Behavior: Neurons - Building Blocks of the Nervous System, The Nervous System - its Basic Structure and Functions, The Brain and Consciousness – states of consciousness, dreams, hallucinations, The Brain and Human Behavior, Heredity and Behavior - Genetics and Evolutionary Psychology. (6)
- Sensation and Perception:** Sensing and perceiving, Sensory Thresholds, Sensory Adaptation, The Senses - Hearing, Vision, Perceptual Processes, Information Processing – Bottom Up Processing, Top Down processing,

Bottom Up and Top Down (together) processing, Culture, Experience & Perception, Perceptual Constancy, Perceptual Expectations, Perceptual illusions, Gestalt Theory, Perceptual Development and Learning. (6)

3. **Learning and Conditioning:** A Definition of Learning, Classical Conditioning, Instrumental Conditioning, Classical and Instrumental Conditioning Compared: Biofeedback and Reinforcement, Verbal Learning, Basic Conditioning and Learning Phenomena, Reinforcement, Schedules of reinforcement, role of reinforcement in developing subordinate Social Behavior, Transfer of Training, Learning by Observing Models, Biological Limits. (6)
4. **Memory:** Learning and Memory as Intertwined Processes, Kinds of Information Stored in Memory, Measures of Retention, The Three Components of Memory – Encoding, Storage, Retrieval, Interference Theory, Decay Theory, Information Processing I: Separate-Store Models, Information Processing II: Levels of Processing, Issues in Memory. (6)
5. **Cognition:** Thinking - Mental Imagery, Problem Solving, Decision Making. Concept Formation, Language development. Relationship between language and thinking. **Emotion:** Definition of Emotion, the Physiology of Emotion, Emotional Expression - Verbal & Non Verbal, Labelling Emotions, Theories of Emotion – Common sense theory of emotion, James Lang theory of emotion, Cannon Bard Theory of Emotion, Cognitive Arousal Theory of Emotion (6)

Suggested Text Books:

1. Psychology Ciccarelli, S. K & Meyer, G.E Pearson Education Ltd.
2. Introduction to Psychology, Clifford T. Morgan, Richard A King, John R Weisz and John Schopler, Indian Edition

Suggested Reference Books:

1. Essentials of understanding psychology, Feldman. S. R, Tata Mc Graw Hill.
2. Psychology, Baron, R.A and Misra, G. Pearson Education Ltd.

SEMESTER II							
Type	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	MM 551 MJ	GC – 09	Marketing Management	3	50	50	100
Mandatory	FM 552 MJ	GC – 10	Financial Management	3	50	50	100
Mandatory	HRM 553 MJ	GC – 11	Human Resources Management	3	50	50	100
Mandatory	OSCM 554 MJ	GC – 12	Operations & Supply Chain Management	3	50	50	100
Mandatory	LAB 555 MJ	GC - 13	Legal Aspects of Business	2	0	50	50
CORE TOTAL			5	14	200	250	450
Mandatory	BRM 556 MJ	RM - 01	BRM	2	-	50	50
Mandatory	DR 557 MJ	RM - 02	Desk Research	2	50	0	50
Mandatory	FP 558 MJ	RM - 03	Field Project	4	50	100	150
RESEARCH TOTAL			3	8	100	150	250
Semester II Generic Electives - Any 2 Courses to be Opted from the respective elective list							
Elective	BC 560 MJ	GE 08	Business Communication-II	2	50	0	50
Elective	TTB 561 MJ	GE 09	Technology Tools in Business Management - II	2	50	0	50
Elective	SDG 562 MJ	GE 10	Sustainable Development Goals	2	50	0	50
Elective	SNS 563 MJ	GE 11	Selling & Negotiation Skills Lab	2	50	0	50
Elective	IE 564 MJ	GE 12	Indian Economy	2	50	0	50
Elective	IBE 565 MJ	GE 13	International Business Environment	2	50	0	50
Elective	BE 566 MJ	GE 14	Business Ethics	2	50	0	50
ELECTIVE TOTAL			2	4	100	0	100
SEMESTER TOTAL			10	26	400	400	800

Semester II

Semester II	201	GC 09– Marketing Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 201.1	REMEMBERING	DESCRIBE the key terms associated with the 4 Ps of marketing and Marketing Planning & Control for a real world marketing offering (commodities, goods, services, e-products/ e-services.)
CO 201.2	UNDERSTANDING	DEMONSTRATE the relevance of marketing mix concepts and Planning & Control frameworks for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)
CO 201.3	APPLYING	APPLY marketing Mix and Planning & Control decisions for a real world marketing offering (commodities, goods, services, e-products/ e-Services.)
CO 201.4	ANALYSING	EXAMINE marketing issues pertaining to Marketing Mix and Marketing Plan in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services)
CO 201.5	EVALUATING	EXPLAIN the interrelationships between various elements of Marketing mix and Planning & Control in the context of real-world marketing offering (commodities, goods, services, e-products/ e-services)
CO 201.6	CREATING	DESIGN a Marketing Mix and Marketing Plan for a real-world marketing offering (commodities, goods, services, e-products/ e-services.)

- 1. Product:** Meaning, The Role of Product as a market offering, Goods & Services Continuum Classification of Consumer products- convenience, shopping, shopping, unsought goods. Classification of industrial products materials and parts, capital items, supplies and services. Product Levels: The Product Hierarchy, Product Systems and Mixes, Product Line Analysis, Product Line Length, the Customer Value Hierarchy. New Product Development - Need, Booz Allen & Hamilton Classification Scheme for New Products, New Product Development Process – Idea Generation to commercialization. Sustainable practices in Product Design, Go-to-market strategy, Branding: Concept, Definition and Commodity vs. Brand, Product Vs Brand, and And Concept of Brand equity. Packaging & Labeling: Meaning & role, Types of Packaging, Sustainable practices in packaging and Labeling, (7 + 2)
- 2. Pricing:** Meaning, The Role of Pricing, Importance and Factors influencing pricing decisions. Setting the Price: Setting pricing objectives, determining demand, estimating costs, analyzing competitors' pricing, Selecting Pricing method, selecting final price. Adapting the Price: Geographical pricing, Price discounts & allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction Pricing), Pricing in online marketing (free, premium, freemium). Token based pricing. Price Change: Initiating & responding to price Changes. Use of Big Data and Generative AI in pricing decisions (7 + 2)
- 3. Place:** Meaning, The Role of Marketing Channels, Channel functions & flows, Channel Levels, Channel Design Decisions - Analyzing customers' desired service output levels, establishing objectives & constraints, Identifying & evaluating major channel alternatives. Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct marketing, Introduction to Channels in international Market, Online Interaction versus Offline Interaction -Introduction to Omni channel & hybrid channel options, Phygital Channels. Show rooming and Web rooming, Market Logistics Decisions – Order Processing, Warehousing, Customer Fulfilment Center, Dark stores, Inventory, and Logistics. Last-mile logistics, Role of IOT and Block chains in Market Logistics decisions (7 + 2)
- 4. Promotion:** Meaning, The role of marketing communications in marketing effort. Communication Mix Elements, Introduction to Advertising, 5Ms of Advertising, Sales Promotion, Personal Selling, Public Relations, Word of Mouth (WOM), Direct Marketing, Traditional to Digital Promotion =Contextual Marketing, Permission Marketing, Data driven marketing ,Attention, Interest, Desire, Action (AIDA) to 5A (Aware, Appeal, Ask, Act, and Advocate), Concept of Integrated Marketing Communications (IMC), Developing Effective Communication -Communication Process, Steps in developing effective marketing communication - identifying target audience,

Determining communication objectives, designing a message, choosing media, Selecting message source, Collecting feedback. Shaping the overall promotion mix: promotional mix strategy, push-pull strategies. Role of Generative AI in Promotion decisions (7 + 2)

- 5. Product Level Planning:** Preparation & evaluation of a product level marketing plan, Nature & contents of Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, and Control. Marketing Evaluation & Control - Concept, Process & types of control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing Audit, Impact of Technology on Marketing Planning and Control = Connected Marketing Mix -four C's (co-creation, currency, communal activation, and Conversation). Application of Agile marketing Practices in Marketing Planning and control, Use of Immersive Marketing for Marketing Planning and control decisions. (7 + 2)

Note: Real world examples / cases in domestic and international context for commodities, goods, services, e-products/ e-services in terms of Traditional as well as contemporary Marketing Practices are expected to be analyzed in the class as well as included in the Examination.

Suggested Text Books:

1. Marketing Management: A South Asian Perspective Kotler, Keller, Koshy & Jha, 14th edition, Pearson Education, 2018.
2. Marketing Management, Rajan Saxena, TMGH, 6th Edition, 2019
3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning, 1st Edition, 2016
4. Marketing Management - Ramaswamy V. S. & Namakumar S, 4/e, Macmillan Publishers, 2014.
5. Marketing Management - Arun Kumar & Meenakshi N, 2/e, Vikas publications, 2013
6. Marketing Management- Text and Cases, Tapan K Panda, Excel Books, 2008
7. Marketing 4.0: Moving from Traditional to Digital, Philip Kotler, Hermawan Kartajaya, Iwan Seiwan, 2017
8. Marketing 5.0: Technology for Humanity by Philip Kotler, Hermawan Kartajaya, Wiley, 2021
9. Marketing 6.0: The Future Is Immersive : Philip Kotler, Hermawan Kartajaya, 2023

Suggested References:

1. Marketing Grewal, Levy, Tata McGraw-Hill, 7th Edition, 2021
2. Marketing, Asian Edition, Paul Bainer, Chris Fill, Kelly Page, Oxford University Press, 2013
3. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson, 13th Edition
4. Brand Equity Supplement of the Economic Times
5. Brand Wagon Supplement of the Financial Express
6. Strategist Supplement of Business Standard
7. Marketing White book, latest edition
8. <https://www.togai.com/blog/generative-ai-pricing-strategies/>, accessed on 20th June 2024, at 12 .02 am.
9. Generative AI: The Insights You Need from Harvard Business Review (HBR Insights Series), Harvard Business Review, Randye Kaye, et al., on 20th June 2024, at 12 .02 am.
10. <https://revenueml.com/insights/articles/potential-generative-artificial-intelligence-pricing>, accessed on 20th June 2024, at 12 .02 am.
11. <https://www.forbes.com/sites/derekrucker/2021/06/16/the-evolution-of-marketing-a-candid-conversation-with-the-father-of-modern-marketing/>, accessed on 20th June 2024, at 12 .02 am

Semester II	202	GC 10– Financial Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 202.1	REMEMBERING	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
CO 202.2	UNDERSTANDING	EXPLAIN in detail all theoretical concepts throughout the syllabus
CO 202.3	APPLYING	PERFORM all the required calculations through relevant numerical problems
CO 202.4	ANALYSING	ANALYZE the situation and <ul style="list-style-type: none"> • comment on financial position of the firm • estimate working capital required • decide ideal capital structure • evaluate various project proposals
CO 202.5	EVALUATING	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm
CO 202.6	CREATING	CREATE Common Size Comparative Statements, Comparative Financial Statements using Ratio Analysis (Year-wise, Industry – wise), Comparative Proposals using Capital Budgeting Techniques

1. **Introduction:** Introduction to Finance, Meaning and Definition of Financial Management, Objectives of Financial Management- (Profit Maximization and Wealth Maximization), Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision), Finance and its relation with other disciplines, Functions of Finance Manager (3 + 2)
2. **Techniques of Financial Statement Analysis:** Introduction, Objectives of financial statement analysis, various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis (10 + 2)
3. **Working Capital Management:** Meaning of Working Capital, its components & types, Operating Cycle, Factors affecting working capital, Estimation of working capital requirement. (Total Cost Method & Cash Cost Method) (8 + 2)
4. **Capital Structure:** Meaning and Factors affecting Capital Structure, Different sources of finance. Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC), Trading on Equity, Concept of Leverages and its types. (7 + 2)
5. **Capital Budgeting:** Meaning, Definition of Capital Budgeting, Time value of money. Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR (7 + 2)

Note: Numerical Problems will be asked on following topics only—

1. Common Size Statements
2. Comparative Statements
3. Ratio Analysis (Calculation of ratios plus its interpretation)
4. Estimation of working capital requirement (Total Cost Method & Cash Cost Method)
5. Measurement of Specific Cost (Cost of Equity, Preference, Retained Earnings and Debt) and WACC
6. Capital Structure
7. Leverages
8. Capital Budgeting (ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR)

Suggested Books:

1. Financial Management, Shashi K. Gupta and R.K. Sharma (Kalyani Publication)
2. Basics of Financial Management, V.K. Saxena and C. D. Vashist (Sultan Chand & Sons)
3. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)

4. Financial Management, Dr. Mahesh Abale & Dr. Shriprakash Soni (Himalaya Publishing House Pvt. Ltd.)
5. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)
6. Financial Management, I M Pandey (Vikas Publishing House Pvt. Ltd)
7. Fundamentals of Financial Management, A. P. Rao (Everest Publishing House)
8. Advanced Financial management, N.M. Vechalekar

Suggested Reference Books:

1. Financial Management, Rajiv Srivastava and Anil Misra (OXFORD University Press)
2. Financial Management, Ravi Kishore (Taxmann)
3. Financial management, V.K. Bhalla (S. Chand)
4. Financial Management, Jonathan Berk, Peter DeMarzo and Ashok Thampy (Pearson Publication)

**** Note: The Financial Management syllabus focuses on the techniques used for financial decision making at the organisational level. The origin of the same is observed to be seen in the 20th century. Hence, the IKS element seems to be difficult to be included in the Financial Management syllabus.**

Semester II	203	GC 11 – Human Resource Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 203.1	REMEMBERING	DEFINE the role of Human Resource Functions in an Organization
CO 203.2	UNDERSTANDING	UNDERSTAND the emerging trends and practices in HRM.
CO 203.3	APPLYING	UTILIZE the different methods of HRM in an organization
CO 203.4	ANALYSING	EXAMINE the use of different HRM Practices in an organization.
CO 203.5	EVALUATING	ASSESS the outcome of different HRM functions in an organization.
CO 203.6	CREATING	DESIGN the HR manual and compensation policy of the organization

1. **Human Resource Management:** Concept and Challenges - Introduction, Objectives, Scope, Features of HRM, Role of HRM, Importance of HRM, Policies and Practices of HRM, Functions of HRM, Challenges of HRM. (6+2)
2. **Human Resource Planning:** Human Resource Planning: Definition, Objectives, Need and Importance, HRP Process, Barriers to HRP. Job Analysis Process – Contents of Job Description & Job Specification, Job design, Factors affecting Job design, Job enrichment Vs job enlargement. (7+2)
3. **Recruitment and Retention:** Recruitment Introduction, Sources of Recruitment, Difference between recruitment and selection. Applying IKS principles to recruitment, Process- Recruitment and Selection, concept- Induction and Orientation. Career Planning-Process of career planning, Succession Planning- Process of succession planning, Transfer and Promotion. **Retention of Employees:** Importance of retention, strategies of retention. (7+2)
4. **Managing Employee Performance and Training:** Performance Appraisal & Performance Management – Definition, Objectives, Importance, Applying IKS principles to Performance and rewards, Appraisal Process and Appraisal Methods. **Training and Development** - Definition – Scope, Role of Training in an Organizations, Objectives, Applying IKS principles to Training, Training and Development Process, Training Need Assessment, Types of training, Difference between training and development, E-Learning. Benefits of training, Evaluation of Training Effectiveness: Kirkpatrick model. (8+2)
5. **Compensation Management:** Concept, Objectives, Importance of Compensation Management, Process, Current Trends in Compensation. Components of salary. Incentives and Benefits – Financial & Nonfinancial Incentive, Fringe Benefits. Employees Separation - Retirement, Termination, VRS, Suspension. Concept- Grievance and grievance redressal procedure. (7+2)

Suggested Text Books:

1. Human Resource Management, Dr. S.S. Khanka, Sultan Chanda, Delhi.
2. Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
3. Human Resource Management, Arun Monppa, Tata McGraw Hill Publishing Company
4. Human Resource Management, Mirza & Zaiyaddin
5. Human Resource Management, Dr. P. C. Pardeshi, Niramli Publication.

6. Human Resource Management, R.S. Dwiwedi, Vikas Publishing House.
7. Human Resource Management, C.B. Mamoria, Himalaya Publishing House
8. Human Resource Management, Gary Dessler Dorling Kindersley Pvt Ltd.
9. Human Resource Management: Text and Cases, K Aswathappa, Tata McGraw Hill Publishing Company.
10. Performance Appraisal and Management, Himalaya Publishing House.

Suggested Reference Books:

1. Human Resource Management in Organizations, Izabela Robinson, Jaico Publishing House.
2. Armstrong's Essential Human Resource Management Practice - A guide to people management, Michael Armstrong, Koganpage.
3. Applied Psychology in Human Resource Management, Cascio & Aguinis, PHI.

Semester II	204	GC 12 – Operations & Supply Chain Management
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 204.1	REMEMBERING	DEFINE basic terms and concepts related to Production, Operations, Services, Supply Chain and Quality Management.
CO 204.2	UNDERSTANDING	EXPLAIN the process characteristics and their linkages with process-product matrix in a real-world context.
CO 204.3	APPLYING	DESCRIBE the various dimensions of production planning and control and their inter-linkages with forecasting.
CO 204.4	ANALYSING	CALCULATE inventory levels and order quantities and MAKE USE OF various inventory classification methods.
CO 204.5	EVALUATING	OUTLINE a typical Supply Chain Model for a product / service and ILLUSTRATE the linkages with Customer Issues, Logistic and Business Issues in a real-world context.
CO 204.6	CREATING	ELABORATE upon different operational issues in manufacturing and services organisations where the decision-making element is emphasized.

- 1. Introduction to Operations and Supply Chain Management:** Definition, Concept, Significance and Functions of Operations and SCM. Evolution from manufacturing to operations management, Physical distribution to Logistics to SCM, Physical Goods and Services Perspectives. **Quality:** Definitions from various Perspectives, Customers view and Manufacturer's view, Concept of Internal Customer, Overview of TQM and LEAN Management, Impact of Global Competition, Technological Change, Ethical and Environmental Issues on Operations and Supply Chain functions. (7+2)
- 2. Operations Processes: Process Characteristics in Operations:** Volume Variety and Flow. Types of Processes and Operations Systems - Continuous Flow system and intermittent flow systems. **Process Product Matrix:** Job Production, Batch Production, Assembly line and Continuous Flow, Process and Product Layout. **Service System Design Matrix:** Design of Service Systems, Service Blueprinting. (6+2)
- 3. Production Planning & Control (PPC):** Role and Functions of PPC **Demand Forecasting:** Forecasting as a Planning Tool, Forecasting Time Horizon, Sources of Data for forecasting, Accuracy of Forecast, Capacity Planning. **Production Planning:** Aggregate production Planning, Alternatives for Managing Demand and Supply, Master Production Schedule, Capacity Planning - Overview of MRP, CRP, DRP, MRP II. **Production Control:** Scheduling, Loading, Scheduling of Job Shops and Floor Shops, Gantt Charts. (8+2)
- 4. Inventory Planning and Control:** Continuous and intermittent demand system, concept of inventory, need for inventory, types of inventory - seasonal, decoupling, and cyclic, pipeline, safety - Implications for Inventory Control Methods. Inventory Costs - Concept and behavior of ordering cost, carrying cost, and shortage cost. **EOQ** – definition, basic EOQ Model, EOQ with discounts. Inventory control - Classification of material - ABC Analysis -VED, HML, FSN, GOLF, SOS. (Numericals expected on Basic EOQ, EOQ with discounts & ABC), Inventory turns ratios, Fixed Order quantity Model - Periodic Review and Re-order Point. (8+2)

- 5. Supply Chain Management:** Supply chain concept, Generalized Supply Chain Management Model - Key Issues in SCM – Collaboration, Enterprise Extension, responsiveness, Cash-to-Cash Conversion. **Customer Service:** Supply Chain Management and customer service linkages, Availability service reliability perfect order, customer satisfaction. Enablers of SCM - Facilities, Inventory, Transportation, Information, sourcing, Pricing. (6+2)

Suggested Text Books:

1. Operations Management Theory & Practice, B. Mahadevan, Pearson.
2. Operations Now - Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
3. Production and Operations Management, R B Khanna, PHI, New Delhi.
4. Production & Operations Management, S N Chary, McGraw Hill.
5. Supply Chain Management - Strategy, Planning & Operation, Sunil Chopra, Peter Meindl, D. V. Kalra, Pearson Education.
6. Decoding Success – Indian Business Management Cases -Kelkar Girish, Ed. Kulkarni Abhay, Orange Books

Suggested Reference Books:

1. Supply Chain Logistics Management, Donald Bowersox, David Closs, M Bixby Cooper, Tata McGraw Hill.
2. Operations Management, William J. Stevenson, TMGH.
3. Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
4. Introduction to Materials Management, J.R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

Semester II	205	GC 13- Legal Aspects Of Business
2 Credits	LTP: 2:0:0	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 205.1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO 205.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO 205.3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO 205.4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO 205.5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations

- 1. The Indian Contract Act 1872:** Meaning and Essentials of contract; Kinds of contract based on validity, formation of contract- law relating to offer and acceptance, consideration, competency to contract, free consent, void agreements, Wagering Agreement and Its Essentials, Exceptions to wager, performance of contracts, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies; Special contracts- contract of indemnity and guarantee, Contract of Agency - Creation of Agency – Agent and Principal (Relationship/rights). (5+1)
- 2. Sale of Goods Act, 1930:** Contract of sale of goods, Sale and agreement to sell, Caveat emptor, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale-delivery of goods by seller and acceptance of delivery of goods and payment for the same by buyer, Unpaid Seller-Rights of unpaid seller, Sale by Auction. (5+1)
- 3. The Negotiable Instrument Act, 1881:** Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument – Noting and Protest. (5+1)
- 4. The Companies (Amendment) Act, 2015:** Company – Definition, Meaning, Features and Types- Private, public, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Prospectus, share capital and types of shares & Debentures, buy back of shares, Acceptance of deposits, Appointment of director including woman Director. (5+1)

5. The Consumer Protection Act, 2019: Definition of Consumer w.r.t goods & services, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority, Unfair & Restrictive Trade Practices, (5+1)

Suggested Text books:

1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N. D. Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian

Suggested Reference Books:

1. Legal Aspects of Business, Ravinder Kumar
2. Business Laws, S. D. Geet
3. Business Laws, S.S. Gulshan
4. Legal Aspects of Business, Akhileshwar Pathak

Semester II	206	RM 01- Business Research Methods
2 Credits	LTP: 1:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 206.1	REMEMBERING	DEFINE various concepts & terms associated with scientific business research.
CO 206.2	UNDERSTANDING	EXPLAIN the terms and concepts used in all aspects of scientific business research.
CO 206.3	APPLYING	MAKE USE OF scientific principles of research to SOLVE contemporary business research problems.
CO 206.4	ANALYSING	EXAMINE the various facets of a research problem and ILLUSTRATE the relevant aspects of the research process from a data driven decision perspective.
CO 206.5	EVALUATING	JUDGE the suitability of alternative research designs, sampling designs, data collection instruments and data analysis options in the context of a given real-life business research problem from a data driven decision perspective.
CO 206.6	CREATING	FORMULATE alternative research designs, sampling designs, data collection instruments, testable hypotheses, data analysis strategies and research reports to address real-life business research problems.

1. Foundations of Research: Definition of Research, Need of business research, Characteristics of scientific research method, Typical Research applications in business and management. **Questions in Research:** Formulation of Research Problem – Management Question – Research Question – Investigation Question. **The process of business research:** Literature review - Concepts and theories - Research questions - Sampling - Data Collection - Data analysis - Writing up - The iterative nature of business research process, Elements of a Research Proposal. **Practical considerations:** Values – researcher & organization. Ethical principles - Harm to participants, Lack of informed consent, Invasion of privacy, Deception, Reciprocity and trust, Affiliation and conflicts of interest. Legal considerations - Data management, Copyright. (3+6)

2. Research Design: Concept, Features of a robust research design. Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Difference between Correlation and causation. Types of Variables – Independent, Dependent, concomitant, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group, Case study design. Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of various designs, choice of a research design. **Hypothesis:** Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance. (3+6)

3. Data & Measurement: Meaning of data, Need for data. **Secondary Data:** Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. **Primary Data:** Definition, Advantages and disadvantages over secondary data. **Measurement:** Concept of measurement, What is measured? Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio. **Attitude Scaling Techniques:** Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. **Questionnaire:** Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools. (3+6)

4. Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non-Sampling errors, Methods to reduce the errors, Sample Size constraints, Non-Response. **Probability Sample:** Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. **Non-Probability Sample:** Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. **Determining size of the sample:** Practical considerations in sampling and sample size, (sample size determination formulae and numericals not expected) (3+6)

5. Data Analysis & Report Writing: Data Analysis: Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation. **Graphical Representation of Data:** Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms. **Bivariate Analysis:** Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person’s coefficient of correlation and spearman’s rank correlation. Chi-square test including testing hypothesis of association, association of attributes. **Linear Regression Analysis:** Meaning of regression, Purpose and use, Linear regression; Interpretation of regression co-efficient, Applications in business scenarios. **Test of Significance:** Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One way and two-way Classifications. **Research Reports:** Structure of Research report, Report writing and Presentation. (3+6)

Note:

1. It is desirable to use MS Excel / SPSS / Systat for delivery of unit 5.
2. For unit 5, Formulae and calculations are not expected. Interpretation of the given data/test outcomes is expected for appropriate managerial decisions / inferences.

Suggested Text Books:

1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH.
2. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press
3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage
4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

Suggested Reference Books:

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press
3. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,
4. Research Methodology In Management, Dr.V.P. Michael

Semester II	207	RM 02- Desk Research (DR)
2 Credits	LTP: 0:1:3	Subject Core Course – Research (Specialization Specific)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO207.1	REMEMBERING	DESCRIBE the key historical, organizational, market related, financial, governance, leadership and social responsibility dimensions of a real-world business organization and the relevant industry
CO207.2	UNDERSTANDING	SUMMARIZE the regional, national and global footprint of a real-world business organization and the relevant industry

CO207.3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on a real-world business organization and the relevant industry
CO207.4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of a real-world business organization and the players in an industry
CO207.5	EVALUATING	COMPOSE a succinct summary of future plans of a real-world business organization and the relevant industry the company website, shareholders reports and other information available in the public domain.
CO207.6	CREATING	IMAGINE the key challenges and opportunities for a real-world business organization and the relevant industry in the immediate future (1 to 3 years).

- 1. Industry Analysis – the Basics:** Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Nichers, Positioning & Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry. (5)
- 2. Promoters & Management Ethos:** Background of promoter groups of top 5 and bottom 5 players in the industry, Management ethos and philosophy, Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights, Detailed profile of one distinguished top management personnel each from any two players in the Industry, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation. (5)
- 3. External Environment:** Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities , legal violations if any. (5)
- 4. Financials:** Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry. (5)
- 5. Recent Developments:** Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein, Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 5 years and their performance & impact on other players in the industry, Mergers & Acquisitions, if any. Technological developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole, emerging first generation entrepreneurs, if any, in the industry, Corporate wars & feuds in the industry, if any. (5)

Note:

1. Students working in groups of 3 to 5 each shall select of any TWO industries of their choice, under the guidance of a faculty.
2. The indepth analysis of the industry shall be carried out jointly by the students
3. Every student shall study one company within this industry independently.
4. Industries selected should be distinct from each other.
5. Students shall submit a structured detailed report.

Suggested Text Books:

1. No text books are prescribed.
2. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL / CMIE / ACE Equity / Money Control / ET / BS database, etc.

Semester II	208	RM 03 - Field Project (FP)
4 Credits	LTP: 0:0:4	Subject Core Course – Research (Specialization Specific)

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 208.1	REMEMBERING	Recall and list key management concepts and frameworks relevant to their specialization specific field project.
CO 208.2	UNDERSTANDING	Demonstrate an understanding of the specific management theories and frameworks to real-world business issues.
CO 208.3	APPLYING	Apply theoretical knowledge to practical situations in their chosen field of specialization and demonstrate data driven decision making approach.
CO 208.4	ANALYSING	Analyze quantitative and qualitative data collected from the field to identify patterns, trends, and insights relevant to their specialization.
CO 208.5	EVALUATING	Evaluate the effectiveness of different management strategies and approaches by comparing their field project findings with existing literature and industry practices from the respective specialization / domain.
CO 208.6	CREATING	Create a comprehensive field project report and presentation that integrates their findings, analysis, and recommendations, demonstrating a professional and result-oriented approach.

A] Preamble:

1. To integrate theory and practice by providing students with the opportunity to work on real-world issues.
2. To provide experiential learning opportunities that go beyond traditional textbooks and classroom learning.
3. To provide a platform to explore the functional aspects of each specialization.
4. To deepen students' understanding of management concepts and frameworks.
5. To develop application-oriented approach by bridging the gap between theory and practice.
6. To foster the development of critical skills, a professional mindset, and a result-oriented approach.
7. To highlight the insights from the business environment of the geographical region.

B] Guidelines for the Field Projects

B - 1] Nature of the Field Project:

1. **Field project must be related to the intended specialization of the student.**
2. Field projects must be done individually. Group projects are not permitted.
3. The project should involve fieldwork; **online projects are not permitted.**
4. Primary data collection is mandatory.
5. Field projects can be quantitative / qualitative in nature or even use mixed approaches.
6. Field projects can involve surveys, interviews, case studies, visits or observation studies.
7. For surveys, the sample size should be between more than or equal to 100 participants.
8. For in-depth interviews (lasting at least 45-60 minutes), the sample size should be a minimum of 25 participants.
9. **Total Hours of Effort Expected:** 160 Hours, (This can be completed during the Semester, Saturdays, Sundays, Public holidays, Winter vacation in between Sem-I and Sem-II)

B - 2] Permissible Partner Organizations:

Students have the flexibility to conduct their field projects with any of the following organizations:

- a) Companies listed on either NSE or BSE in India /abroad
- b) Unlisted subsidiaries of Listed Companies.
- c) Government / Semi-Government Undertaking / PSU
- d) Government Offices
- e) Consultancy Firms
- f) Start Ups with an existence of 3 years or more and manpower more than 25.
- g) Family managed businesses with an existence of 5 years or more and manpower more than 25.
- h) Cooperative Societies

NOTE: Students can also carry out the Field Work without being associated to a specific organization. Such projects may involve **quantitative / qualitative fieldwork** related to

- a) Contemporary issues of businesses
- b) Specialization specific concepts
- c) Local or regional concerns
- d) Matters of national importance.

B - 3] Linkage with specialization: The field project topic must be aligned with the specialization chosen and specialization electives offered in Semester II.

It can address local, national, or global issues relevant to the specialization, as guided by the faculty guide / mentor.

B – 4] Selecting a Relevant Topic: Consider current trends, issues, or challenges within the domain / specialization across various business (industry) sectors when conducting their project.

B – 5] Identifying the Scope: Define the project's scope to ensure it is manageable within the given timeframe and resources. Set realistic expectations regarding the project's depth and breadth.

B – 6] Project Objectives - Clearly outline the objectives of your field project.

B – 7] Project Planning and Proposal: Students shall define the scope and objectives of the specialization-specific field project, develop a project proposal, and gain approval from the institute.

B –8] Reporting and Presentation: Prepare a professional report & presentation that outlines your project, methodology, findings, and recommendations as per the outline given below. Your report should be clear, well-structured, visually appealing & the presentation must be delivered professionally.

Presentation could be through any of the enlisted formats: (this is an indicative list and innovative formats if any beyond this list may be adopted) -

1. Traditional Slide Deck Presentation
2. Infographics
3. Video presentation
4. Paper presentation
5. Poster presentation
6. Webinar or online presentation
7. TED-style presentation
8. Storytelling Presentation etc.

B – 10] Indicative break up of hours (160 hours)

1. 120 hours - On fieldwork (The field project shall be spread throughout the second semester, can be start immediatly after Sem-I exam Winter vacation)
2. 40 hours – Pre and post-field work including proposal making, analysis, report writing, etc.

C] Field Project Proposal Outline

The Field Project proposal, ranging from three to five pages, outlines the development plan for the project. It includes one or two paragraphs for each of the following components:

1. **Field Project Introduction:** Provide an overview of the project, including its context and scope.
2. **Statement of the Problem:** Clearly define the problem the project aims to address.
3. **Purpose of the Project:** Explain the main objectives and goals of the project.
4. **Significance of the Project:** Discuss the importance and potential impact of the project.
5. **Plan for Developing / Executing the Project:** Describe the approach and steps to be taken in developing / executing the project.
6. **Review of the Literature:** Include an initial literature review of one or two pages.

D] Field Project Report Outline

The field project report includes the components mentioned below.

1. Title Page
2. Declaration by student
3. Acknowledgement by student
4. Certificate by the Guide on Institutional Letter Head
5. Certificate by the Partner Organization on Letter Head (if applicable)
6. Table of Contents
7. List of Tables (if needed)
8. List of Figures (if needed)
9. Abstract

D – 1] Chapter I - Introduction:

1. Statement of the Problem
2. Purpose /Objectives of the Project
3. Theoretical Framework
4. Significance of the Project
5. Definition of Terms (optional)

D-2] Chapter II - Review of the Literature:

1. Review the existing body of knowledge available on the problem or topic.

D -3] Chapter III Method:

1. Describes how the study was completed / conducted, including a specific description of subjects, procedures, equipment, materials, and other information pertinent to the study,

D-4] Chapter IV – Data Collection and Analysis:

1. Collecting relevant data from primary and secondary sources.
2. Analyzing data using appropriate analytical tools and techniques.

D – 5] Chapter V – Results / Findings & Suggestions:

1. Identifying key issues, opportunities, trends etc. based on data analysis.
2. Develop / propose feasible solutions or recommendations.
3. Reflect on the experience, lessons learned, and scope for further work / improvement.

D - 6] Annexures

1. Questionnaires
2. Observation Sheets
3. Field Maps
4. Exhibits
5. Geo Tagged Photos with Sample respondents
6. Any other relevant documents

E] Evaluation Pattern:

Total Marks: 150

Formative Assessment: 50 Marks

Summative Assessment: 100 Marks

E – 1] Formative Assessment Weightage (50 marks):

1. Project Proposal - 5 marks
2. Interim Progress review I / Report I - 5 marks
3. Final Project Report - 10 marks
4. Final Presentation (30 marks with break up as indicated below)
 - a) Project Objectives - 5 marks
 - b) Quality of Analysis and Research - 5 marks
 - c) Problem Solving and Decision Making - 5 marks

- d) Innovation and Impact - 5 marks
 e) Documentation and Reporting - 5 marks
 f) Reflection - 5 marks

E – 2] Summative Assessment Weightage (100 marks):

1. There shall be a panel of 2 examiners for the Final Viva-Voce
2. University shall nominate External Examiners
3. Director shall nominate Internal Examiner
4. Presentation by each student along with a spiral bound report is mandatory
5. Students will deliver a 15 minutes presentation about their field project.
6. The panel will evaluate the presentation for 50 marks and the viva-voce shall have a weightage of 50 marks.
7. The presentation & the External viva voce shall evaluate the Field Project on:
 - a) Project Objectives
 - b) Quality of Analysis and Research
 - c) Problem Solving and Decision Making
 - d) Innovation and Impact
 - e) Documentation and Reporting
 - f) Reflection

Semester II	209	GE 08 - Business Communication
2 Credits	LTP: 0:2:2	Generic Elective

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 209.1	REMEMBERING	DESCRIBE stages in a typical communication cycle and the barriers to effective communication.
CO 209.2	UNDERSTANDING	SUMMARIZE long essays and reports into précis and executive summaries.
CO 209.3	APPLYING	USE Dictionary and Thesaurus to draft and edit a variety of business written communication.
CO 209.4	ANALYSING	EXAMINE sample internal communications in a business environment for potential refinements.
CO 209.5	EVALUATING	COMPOSE variety of letters, notices, memos and circulars.

1. **Written Communication:** Different types of communication like letters, memos, reports, fax, email, presentations and multimedia, choosing the means of communication, stages in communication cycle, Barriers to effective communication, communication systems. (5)
2. **Writing Techniques:** Rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, Précis writing, Developing coherent paragraphs, overall tone, drafting, editing and finalizing the business letters. Planning the persuasive message, common types of persuasive requests, principles of persuasive communication. Reformulating and summarizing - What is a summary? Using synonyms & antonyms, reducing phrases, guidelines for writing summaries, business summaries Comprehension: using a dictionary, grammatical precision, (phonetics), contextual clues, guidelines for comprehension. (7)
3. **Recruitment and employment correspondence:** Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation, writing routine and persuasive letters. (6)
4. **Internal Communications:** Memoranda, meetings - agenda and minutes, Writing memos, circulars, notices and emails. Positive and negative messages such as Letter of Appreciation, Letter of Congratulations, Warning Letter, Show Case Notice. Writing Follow up letters and reminders, Writing Sales letters, collection letters, Poster Making. Report writing - What is a report, Objectives of report, types of report, Report Planning, Types of Reports, Process, Structure and Layout, planning, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Writing an Executive Summary, List of Illustration, Technique of writing a report, characteristics of business reports. (6)

5. **External Communications:** Public notices, invitations to tender bid, auction, notices, etc. Writing business proposals, Preparing Press Release and Press Notes. (6)

Note:

1. The entire course should be delivered in a workshop and application-oriented manner. It is expected that not more than 10 to 15% of the time should be devoted to the theoretical aspect.
2. Workbooks should be prepared that comprehensively cover major situations of managerial communication and should be handed over to the students right at the beginning of the course.
3. Students should be asked to submit the completed workbooks at the end of the term.

Suggested Text Books:

1. Business Communication Today, Bovee C L et. al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education
3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Suggested Reference Books:

1. Communication Skills for Effective Management, Hargie et. al., Palgrave
2. Communication for Business, Tayler Shinley, Pearson Education
3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
5. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd.

Semester II	210	GE 09 – Technology Tools in Business Management-II
2 Credits	LTP: 0:0:4	Generic Elective

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 210.1	REMEMBERING	Recall advanced functions and features of Excel, Power BI, Tableau, Chat GPT, and other emerging tools.
CO 210.2	UNDERSTANDING	Explain the advanced functionalities and applications of these tools in business contexts.
CO 210.3	APPLYING	Utilize advanced features to perform complex data analysis, create interactive dashboards, and develop AI-driven solutions.
CO 210.4	ANALYSING	Examine the integration and application of advanced tools in real-world business scenarios
CO 210.5	EVALUATING	Assess the effectiveness and efficiency of using advanced tools for business intelligence and decision-making.
CO 210.6	CREATING	Develop sophisticated business intelligence projects, interactive dashboards, and AI-driven solutions using advanced tools.

1. **Advanced Excel (Part 1):** Using text to columns, the paste special function, data validation, subtotals and grouping, consolidating data, scenario analysis, data tables in scenario analysis, what-if analysis, math and trig functions, text functions in Excel, lookup functions (Vlookups, HLookups, Match), statistical functions, database functions, financial functions, formula auditing and error tracing, hyperlinks in Excel, linking data, understanding pivot tables, using pivot charts, workbook properties, protecting and sharing worksheets, data encrypting and finalizing workbooks. (12)
2. **Advanced Excel (Part 2):** Custom number formats in Excel, using custom lists, working with templates, tracking changes in Excel, merging and comparing Excel workbooks, using pivot tables and slicers, report filters for basic analytics, contact management and marketing with Excel, managing customers, vendors, and employees, gaining product and service insights, sales reports using Excel, supervising sales with Excel, preparing invoices, assessing

- account aging, analyzing demographics, creating scheduling and marketing calendars, creating standard Excel templates for routine business data management and analysis activities. (12)
3. **Power BI and Tableau: Power BI:** Interface and navigation, connecting to data sources, basic data modeling, creating interactive dashboards, using DAX for calculations, sharing and publishing reports, advanced data transformations, custom visuals, integration with other Microsoft tools. **Tableau:** Interface and navigation, connecting to data sources, basic data visualization, creating interactive dashboards, using calculations and parameters, sharing and publishing dashboards, advanced data manipulation, custom geocoding, integration with other tools. (12)
 4. **Google Analytics & Financial Tools:** Google Analytics: Setting up Google Analytics accounts, tracking website traffic, understanding key metrics and reports, audience, acquisition, and behavior analysis, conversion tracking, using Google Analytics Academy for hands-on learning, QuickBooks: Introduction to QuickBooks, managing financial transactions, creating and sending invoices, tracking expenses and income, generating financial reports, understanding QuickBooks Online vs Desktop, QuickBooks support resources. (12)
 5. **SAP and Cloud Computing Tools:** SAP: Overview of SAP ERP, modules and functionalities, managing business operations, integrating SAP with other business systems, hands-on practice with SAP training modules, using SAP Learning Hub for skill enhancement., Amazon Web Services (AWS): Cloud computing fundamentals, key AWS services (EC2, S3, RDS), setting up AWS accounts, managing cloud resources, understanding AWS pricing models, AWS security best practices, AWS Training and Certification resources., Google Cloud Platform (GCP): Introduction to GCP, key services and tools (Compute Engine, Cloud Storage, Big Query), managing GCP resources, setting up projects and billing, GCP security features, learning resources for GCP, Microsoft Azure: Overview of Microsoft Azure, key services (Virtual Machines, Azure Storage, Azure SQL Database), creating and managing Azure resources, understanding Azure pricing, Azure security best practices, Azure Training and Certification resources. (12)

Suggested Books

1. "Excel 2019 Power Programming with VBA" by Michael Alexander and Dick Kusleika
2. "Advanced Excel Essentials" by Jordan Goldmeier
3. "Microsoft Excel Data Analysis and Business Modeling" by Wayne Winston
4. "Excel 2019 for Business Statistics: A Guide to Solving Practical Business Problems" by Thomas J. Quirk
5. "Introducing Microsoft Power BI" by Alberto Ferrari and Marco Russo
6. "Microsoft Power BI Cookbook" by Greg Deckler and Brett Powell
7. "Mastering Microsoft Power BI: Expert techniques for effective data analytics and business intelligence" by Brett Powell
8. "Learning Tableau 2020: Create effective data visualizations, build interactive visual analytics, and transform your organization" by Joshua N. Milligan
9. "Tableau Your Data!": Fast and Easy Visual Analysis with Tableau Online Free Courses

Online Resources

MS Word, MS PowerPoint, and Basic Excel:

1. Microsoft Office Training Center: Free training resources for Microsoft Word, PowerPoint, and Excel.
<https://support.microsoft.com/en-us/training>
2. GCF Global - Microsoft Office Tutorials: Free tutorials for Word, PowerPoint, and Excel.
<https://edu.gcfglobal.org/en/subjects/office/>

Advanced Excel:

1. Coursera - Excel Skills for Business Specialization: Offers a free trial and financial aid options.
<https://www.coursera.org/specializations/excel>
2. edX - Analyzing and Visualizing Data with Excel: Free access with optional paid certificate.
<https://www.edx.org/course/analyzing-and-visualizing-data-with-excel>

Power BI:

1. Microsoft Learn - Get Started with Power BI: Free, self-paced learning path.
<https://docs.microsoft.com/en-us/learn/paths/get-started-power-bi/>
2. Coursera - Getting Started with Power BI: Free trial available.
<https://www.coursera.org/learn/getting-started-with-power-bi>

Tableau:

1. Tableau Public - Free Training Videos: Free training videos provided by Tableau.
<https://www.tableau.com/learn/training/20201>
2. Coursera - Data Visualization with Tableau: Free trial and financial aid options available.
<https://www.coursera.org/learn/visualization-with-tableau>

Semester -II	211	GE 10 - Sustainable Development Goals (SDG)
2 Credits	LTP: 2:0:0	Generic Elective

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 211.1	REMEMBERING	Recall the 17 Sustainable Development Goals (SDGs) set by the United Nations.
CO 211.2	UNDERSTANDING	Explain the significance and objectives of each SDG.
CO 211.3	APPLYING	Apply the concepts of sustainable development to real-world scenarios.
CO 211.4	ANALYSING	Analyse the interconnections and interdependencies among different SDGs.
CO 211.5	EVALUATING	Evaluate the progress and challenges in achieving the SDGs at local, national, and global levels.
CO 211.6	CREATING	Develop strategies and action plans to contribute to the achievement of the SDGs.

Unit 1: Introduction to Sustainable Development Goals: Overview of the 17 Sustainable Development Goals (SDGs) established by the United Nations in 2015, purpose and significance of the SDGs, global commitment to achieving the SDGs by 2030, historical background leading to the SDGs including the Millennium Development Goals (MDGs), fundamental principles of sustainable development, importance of integrating economic growth, social inclusion, and environmental protection. (6)

Unit 2: Detailed Study of Selected SDGs: Focus on specific goals such as No Poverty (SDG 1), Zero Hunger (SDG 2), Good Health and Well-being (SDG 3), and Quality Education (SDG 4), targets and indicators associated with each goal, initiatives and strategies implemented globally and locally, success stories and best practices, challenges and barriers faced, role of governments, NGOs, and other stakeholders. (6)

Unit 3: Interlinkages and Synergies among SDGs: Analysis of the interconnections between different SDGs, concept of policy coherence for sustainable development, benefits of integrated approaches, case studies and examples of successful synergies, benefits of coordinated efforts and collaborative actions among various sectors and stakeholders. (6)

Unit 4: Monitoring and Evaluation of SDGs: Frameworks and methodologies for monitoring and evaluating progress towards the SDGs, role of data, indicators, and statistical tools, challenges of data collection and reporting, importance of accountability and transparency, role of national and international institutions in monitoring and evaluation. (6)

Unit 5: Strategies and Action Plans for Achieving SDGs: Development of practical strategies and action plans, approaches and tools for planning, implementing, and scaling up sustainable development initiatives, focus on innovation, partnership, and community engagement, designing projects and action plans to address specific SDG-related challenges in communities or professional fields. (6)

Suggested Book References:

1. "Transforming Our World: The 2030 Agenda for Sustainable Development" by United Nations.
2. "The Age of Sustainable Development" by Jeffrey D. Sachs.
3. "Sustainable Development Goals: Harnessing Business to Achieve the SDGs through Finance, Technology and Law Reform" by Julia Walker, Alma Pekmezovic, and Gordon Walker.
4. "Sustainable Development Goals: Understanding the United Nations' 2030 Agenda for Sustainable Development" by Wendy Steele.

Online Free Courses and Resources:

1. Coursera - "The Sustainable Development Goals – A global, transdisciplinary vision for the future"

<https://www.coursera.org/learn/sustainable-development>

2. edX - "Transforming Our World: Achieving the Sustainable Development Goals"
<https://www.edx.org/course/transforming-our-world-achieving-the-sustainable-development-goals>
3. United Nations - Sustainable Development Goals Knowledge Platform
<https://sustainabledevelopment.un.org/sdgs>

Semester -II	212	GE 11 - Selling & Negotiations Skills Lab
2 Credits	LTP: 1:1:1	Generic Elective

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 212.1	REMEMBERING	DESCRIBE the various selling situations and selling types.
CO 212.2	UNDERSTANDING	OUTLINE the pre-sales work to be carried out by a professional salesperson.
CO 212.3	APPLYING	IDENTIFY the key individuals involved in a real-world sales process for a real-world product/ service / e-product / e-service.
CO 212.4	ANALYSING	FORMULATE a sales script for a real-world sales call for a product/ service / e-product / e-service.
CO 212.5	EVALUATING	DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service.
CO 212.6	CREATING	DEVELOP a sales proposal for a real-world product/ service / e-product / e-service and for a real-world selling situation.

1. **Basics of Selling:** Importance of Selling. Role in the context of organization – survival and growth. Types of Selling - Different in selling situations, New business versus service selling, Newton’s classification of sales types, McMurry & Arnold’s classification of selling types, Consumer indirect selling, Industrial selling, Missionary, Sales Team/group selling Merchandising, Telesales, Franchise selling, International selling. (5)
2. **Pre-Selling Work:** Attributes of a Good Salesperson - Personality & physical characteristics, Enthusiasm, Confidence, Intelligence, Self-worth, Knowledge- product, Competition, organization, market, customer, territory; People Buy From People, Communication skills, Persuasive skills, Personal Diary, Time management, Managing Sales Documents and collaterals management. Fear Factor in Sales. Maximising Productivity in a Sales Role, Meetings and Your Time, The Telephone - Social Media & Online Data Bases as a Sales Tools, Developing Your Script, Mailers, Pre-Call Planning, Generating Appointments. (7)
3. **Selling in Action:** Identifying Key Individuals – Prospecting, Influencers and Decision Makers, Talking to the Right Individuals, Making that Good First Impression, How to Win Friends and Influence People, Dale Carnegies Six Principles of Relationship, What’s In It For Me? Honesty and Integrity. (5)
4. **Objection handling:** Analyzing the Reasons for Objections, Seeing What We Can Do, Listen - Probe - Advise (L-P-A), Exercise: Objection Handling, Uncovering Objections, Seven Types of Objections, Turning Objections into Selling Opportunities. Selling Techniques: Cross Selling, Up Selling, Value Added (Suggestive) Selling, Advancing Opportunity, Exceeding Customer Expectations, Giving Recognition. (6)
5. **Sales Conversation, Negotiation & Closure:** Starting a Quality Prospecting Conversation, Listeners Control Conversations, Trial Closing, Creating an Opportunity: Situation vs Problem Questions, Difficulty Questions, Negative and Positive Answer Questions, Directive Questions, Rhetorical Questions. Problems with Positional Bargaining, Opening Up the Negotiation, Approaches to Better Negotiation, You Have Alternatives, Reverse Psychology in Negotiation. Sales Proposals: How to Construct a Sales Proposal, Important Factors to Consider, Putting It All Together. (7)

Note:

1. The course should be delivered from a skills building perspective.
2. Principles should be supplemented by live exercises on personal selling

Suggested Text Books:

1. Selling & Sales Management, Geoffrey Lancaster & David Jobber, Macmillan India Ltd.

2. Negotiation: Communication for diverse settings, Michael L Spangle and Myra Isenhardt, Sage South Asia Edition.
3. The Sales Bible: The Ultimate Sales Resource, Jeffrey Gitomer, Wiley India
4. How to win friends and influence People, Dale Carnegie
5. The Art of Closing the Sale, Brian Tracy, Pearson Education.

Suggested Reference Books:

1. Sales Management, Bill Donaldson, Palgrave Publications
2. You can negotiate anything, Herb Cohen
3. Managing Sales Leads, Crocker and Obermayer, American Marketing Association

Semester II	213	GE 12 – Indian Economy
2 Credits	LTP: 2:0:0	Generic Elective

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 213.1	REMEMBERING	DESCRIBE the present state of Indian Economy and LIST major economic policy issues in the current context.
CO 213.2	UNDERSTANDING	EXPLAIN the economic development strategy since Independence and DISCUSS the priorities in the current context.
CO 213.3	APPLYING	ILLUSTRATE the economic impact of Monetary policy and Fiscal Policy, Economic Reforms, Demographic Transition in India, Changing profile of GDP, Growth and Inequality and Trade Policy in the Indian context.
CO 213.4	ANALYSING	EXAMINE the changing profile of human capital, employment, productivity and ILLUSTRATE the linkages with Soft Infrastructure, growth of Start-ups, GDP composition of India.
CO 213.5	EVALUATING	DETERMINE the key priority areas, across various dimensions, for the Indian Economy in the context of current economic environment.
CO 213.6	CREATING	BUILD a case for co-existence of MNCs, Indian Public Sector, Indian Private Sector, SMEs, MSMEs and Start Ups in the Indian Economy.

1. **Perspective of Indian Economy:** Indian Economy as a Developing Economy, Basic Characteristics Overview of Economic Planning, Role of Monetary policy and Fiscal Policy, Budget terminology, Economic Growth, GDP and GDP Trends, Money Supply & Inflation, Inflation trends, RBI – overview of role and functions, Capital Markets – overview of role and functions, Concept of Poverty, Estimates of Poverty, Poverty Line, Economic Reforms and Reduction of Poverty, Concept of Inclusion, Need of inclusive growth, Financial inclusion. Concept of Hard & Soft Infrastructure. Hard Infrastructure - Transport Infrastructure, Energy Infrastructure, Water management infrastructure, Communication Infrastructure, Solid waste management, Earth monitoring and measuring networks. Soft Infrastructure - Governance Infrastructure, Economic infrastructure, Social infrastructure, Critical Infrastructure, Urban infrastructure, Green infrastructure, Education Infrastructure, Health Infrastructure. (6)
2. **Human Resources and Economic Development :** The Theory of Demographic Transition, Size and Growth Rate of Population in India, Quantitative Population Growth Differentials in Different Countries, The Sex Composition of Population, Age Composition of Population, Density of Population, Urbanization and Economic Growth in India, The Quality of Population, Population Projections (2001-2026), Demographic Dividend. **Human Development in India** - The Concept and Measures of Human Development, Human development Index for Various States in India, National Human Development Report, Changing profile of GDP and employment in India, GDP, Employment and Productivity per Worker in India, Relative Shift in the Shares of NSDP and Employment in Agriculture, Industry and Services in Different States. (6)
3. **Sectoral composition of Indian Economy:** Primary, Secondary, Tertiary Sectors, Issues in Agriculture sector in India, land reforms, Green Revolution and agriculture policies of India, Industrial development, small scale and cottage industries, Industrial Policy, Public sector in India, Services sector in India. Areas of Market Failure and Need for State Intervention, Redefining the Role of the State, Liberalization, Privatization and Globalization (LPG)

Model of Development, Planning commission v/s NITI Aayog, Public Versus Private Sector Debate, Unorganised Sector and India's Informal Economy. (6)

- 4. Inequality and Economic Power in India:** FDI, Angel Investors and Start-ups, Unicorns, M&A, Investment Models, Role of State, PPP (Public-Private Partnership), Savings and Investment Trends. Growth of Large Industrial Houses Since Independence, Growth of Monopolies and Concentration of Economic Power in India, Competition Policy and Competition Law, Growth and Inequality, India as an Economic Superpower, Growth of the Indian Middle Class, Indian MNCs : Mergers and Acquisitions, Outsourcing, Nationalism and Globalization, Small-scale and Cottage Enterprises, The Role of Small-scale Industries in Indian Economy, Poverty, Vulnerability and Unorganized Sector Employment-The High Degree of Correlation, Estimate of Organized and Unorganized Workers. (6)
- 5. The Foreign Trade of India:** Importance of Foreign Trade for a Developing Economy, Overview of Foreign Trade Since Independence, Composition of India's Foreign Trade, Direction of India's Foreign Trade, India's Balance of Payments on Current Account, Balance of Payments Crisis, Balance of Payments Since the New Economic Reforms of 1991, India's Trade Policy, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones (SEZs)-An Overview. (6)

Suggested Text Books:

1. Indian Economy, Dutt R and Sundharam K. P. M, S. Chand, Delhi
2. Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi
3. Indian Economy, Misra S.K. and Pury V.K., Himalaya Publishing House, New Delhi
4. Business Environment, Bedi S K, Excel Books
5. Economic Reforms in India - A Critique, Dutt Ruddar, S. Chand, New Delhi.

Suggested Reference Books:

1. Economic Environment of Business, Adhikary, Sultan Chand and Sons
2. Business, Government and Society, George A and Steiner G A, Macmillan
3. Economic Environment of Business, Ghosh, Vikas
4. Business Environment, Francis Cherunilam, Himalaya Publishing House, Bombay
5. Industrial Economy of India, Kuchhal S.C., Chaitanya Publishing House, Allahabad

Semester II	214	GE 13 – International Business Environment
2 Credits	LTP: 2:0:0	Generic Elective

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 214 .1	Remembering	Recall and Describe the key concepts of international Business Environment
CO 214.2	Understanding	Understand the relevance of Multinational Corporations (MNCs) in global trade
CO 214.3	Applying	Demonstrate the significance of FDI and FPI in respect of developing economy
CO 214.4	Analysing	Analyze the issues related to Labor, Environmental and Global Value chain
CO 214.5	Evaluating	Formulate and discuss the case related to various Agreements under WTO and contemporary global business environment.

1. **Introduction to International Business:** Importance, nature and scope of International business; modes of entry into International Business, internationalization process. Globalization: Meaning, Implications, Globalization as a driver of International Business. The Multinational Corporations (MNCs) – evolution, features and dynamics of the Global Enterprises. Consequences of Economic Globalization, Brexit, Reverse globalization. (5+1)
2. **International Business Environment:** Political Economy of International Business, Economic and Political Systems, Legal Environment, Cultural Environment, Ethics and CSR in International Business. (5+1)

3. **International Financial Environment:** Foreign Investments - Pattern, Structure and effects. Theories of Foreign Direct Investment, Traditional and Modern theories of FDI, Modes of FDI - Greenfield, Brownfield Investments, Mergers and Acquisitions, Motives of FDI, FDI contrasted with FPI. Basics of Forex Market. (5+1)
4. **International Economic Institutions and Agreements:** WTO, IMF, World Bank, UNCTAD Tariff and Non-tariff Barriers. Balance of Payment Account: Concept and significance of balance of payments, Current and capital account components. Introduction to Basic Concept of IFRS. (5+1)
5. **Emerging Issues in International Business Environment:** Growing concern for ecology, Digitalisation; Outsourcing and Global Value chains. Labor and other Environmental Issues, Impact of Pandemic COVID-19 on international trade. (5+1)

Suggested Text Books:

1. Global Business Management by Adhikary, Manab, Macmillan Publishers, New Delhi.
2. International Business Environment by Black and Sundaram, Prentice Hall of India, New Delhi
3. Economic Environment Of Business by Gosh, Biswanath, South Asia Book, New Delhi.
4. International Business by Aswathappa Tata Mc Graw Hill publications, New Delhi.
5. International Business by P. Subha Rao

Suggested Reference Books:

1. Going International Response Strategies For Indian Sector by Bhattacharya.B, Wheeler Publishing Co, New Delhi.
2. International Economies by D.N. Krithani.
3. International Business by Roger Bennett
4. Business Environment by C.B. Gupta
5. International Business by Francis Cherunillam

Semester II	215	GE 14 – Business Ethics
2 Credits	LTP: 2:0:0	Generic Elective

On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 215.1	REMEMBERING	Recall the fundamental concepts and principles of business ethics.
CO 215.2	UNDERSTANDING	Explain the importance of ethical behavior in business and its impact on stakeholders.
CO 215.3	APPLYING	Apply ethical theories and frameworks to real-world business situations.
CO 215.4	ANALYSING	Analyse ethical dilemmas and conflicts of interest in business practices.
CO 215.5	EVALUATING	Evaluate the role of corporate governance and corporate social responsibility in promoting ethical business practices.
CO 215.6	CREATING	Develop strategies to foster an ethical culture within an organization.

1. **Introduction to Business Ethics:** Definition and scope of business ethics, importance of ethics in business, historical development of business ethics, key ethical theories and philosophies (utilitarianism, deontology, virtue ethics), distinction between ethics, morals, and values, relevance of ethics in contemporary business environments.
2. **Ethical Decision Making in Business:** Frameworks for ethical decision making, stages of moral development (Kohlberg's theory), factors influencing ethical decision making (individual, organizational, societal), tools and techniques for ethical analysis, role of ethical leadership, ethical issues in various business functions (marketing, finance, HR, operations).
3. **Corporate Governance and Corporate Social Responsibility (CSR):** Concepts and principles of corporate governance, role of boards of directors and executives, importance of transparency and accountability, codes of conduct and ethical guidelines, definition and significance of CSR, approaches to CSR (philanthropy, sustainability, shared value), impact of CSR on business performance and society.
4. **Ethical Issues in Global Business:** Cross-cultural ethical issues and challenges, ethical implications of globalization, international business ethics standards (e.g., UN Global Compact, OECD Guidelines), ethical

practices in international trade and investment, role of multinational corporations in promoting ethical practices, case studies of global business ethics issues.

5. **Promoting Ethical Culture in Organizations:** Strategies for fostering an ethical culture, role of ethical training and development, importance of ethical codes and policies, whistleblowing and protection for whistleblowers, methods for monitoring and enforcing ethical standards, case studies of organizations with strong ethical cultures, benefits of maintaining high ethical standards.

Suggested Book References:

1. "Business Ethics: Concepts and Cases" by Manuel G. Velasquez.
2. "Business Ethics: A Textbook with Cases" by William H. Shaw.
3. "The Essentials of Business Ethics" by Denis Collins.
4. "Corporate Governance and Business Ethics" by Alexander Brink.

Online Free Courses and Resources:

1. Coursera - "Business Ethics for the Real World"
<https://www.coursera.org/learn/business-ethics>
2. edX - "Corporate Social Responsibility (CSR): A Strategic Approach"
<https://www.edx.org/course/corporate-social-responsibility-csr-a-strategic-approach>
3. MIT OpenCourseWare - "Business Ethics"
<https://ocw.mit.edu/courses/sloan-school-of-management/15-270-ethical-practice-professionalism-social-responsibility-in-business-spring-2010/index.htm>

Savitribai Phule Pune University, Pune

Curriculum 2024 Pattern
Master of Business Administration
(MBA) 2nd Year

Applicable to

The students who have completed MBA first year 2024 NEP pattern (54 Credits)

or

PG Diploma in Management (56 Credits)

as per MBA NEP 2024 pattern

OR

Direct Second Year Lateral Entry

after Four Years of Graduation

With effect from Academic AY 2025 - 26

Course Structure

SEMESTER III							
Type	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	301	GC – 14	Strategic Management	3	50	50	100
Mandatory	302	SC - 01		3	50	50	100
	CORE TOTAL		2	6	100	100	200
Mandatory	303	OJT (SC)	On the Job Training	8	100	100	200
	SIP TOTAL		1	8	100	100	200
Semester III Specialization Electives - Any 4 Courses to be Opted from the respective elective list							
Elective	304	SE 01		3	50	50	100
Elective	305	SE 02		3	50	50	100
Elective	306	SE 03		3	50	50	100
Elective	307	SE 04		3	50	50	100
Elective	308	SE 05		3	50	50	100
Elective	309	SE 06		3	50	50	100
Elective	310	SE 07		3	50	50	100
Elective	311	SE 08		3	50	50	100
	ELECTIVE TOTAL		4	12	200	200	400
	SEMESTER TOTAL		7	26	400	400	800
SEMESTER IV							
Type	Sem Code	Course Code	Course	Credits	FA	SA	Marks
Mandatory	401	GC – 15	Entrepreneurship, Innovation and Design Thinking	3	50	50	100
Mandatory	402	GC - 16	Enterprise Performance Management	2	0	50	50
Mandatory	403	SC - 02		3	50	50	100
	CORE TOTAL		3	8	100	150	250
Mandatory	404	RP	Research Project	6	100	50	150
	RESEARCH PROJECT TOTAL		1	6	100	50	150
Semester IV Specialization Electives - Any 4 Courses to be Opted from the following list							
Elective	405	SE 09		3	50	50	100
Elective	406	SE 10		3	50	50	100
Elective	407	SE 11		3	50	50	100
Elective	408	SE 12		3	50	50	100
Elective	409	SE 13		3	50	50	100
Elective	410	SE 14		3	50	50	100
Elective	411	SE 15		3	50	50	100
Elective	412	SE 16		3	50	50	100
	ELECTIVE TOTAL		4	12	200	200	400
	SEMESTER TOTAL		8	26	400	400	800
	MBA 2nd Year Lateral Entry		15	54	800	800	1600
	2 Years MBA PROGRAMME TOTAL		35	104	1600	1600	3200

Specializations Offered and course list of Each Specialization

1. Marketing Management (MKT)
2. Financial Management (FIN)
3. Human Resources Management (HRM)
4. Operations & Supply Chain Management (OSCM)
5. Business Analytics (BA)
6. Agri -Business Management (ABM)
7. Pharma & Healthcare Management (PHM)

MARKETING MANAGEMENT							
Specialization Core Courses							
Sem Code	Course Code	Course	Semester	Credits	FA	SA	Total Marks
302	SC MKT- 01	Services Marketing	III	3	50	50	100
403	SC MKT- 02	Marketing Strategy	IV	3	50	50	100
				6	100	100	200
Specialization Elective Courses - Semester III (Any 4 to be opted for)							
304	SE MKT- 01	Consumer Behaviour	III	3	50	50	100
305	SE MKT- 02	Product & Brand Management	III	3	50	50	100
306	SE MKT- 03	Sales & Distribution Management	III	3	50	50	100
307	SE MKT- 04	Digital Marketing-I	III	3	50	50	100
308	SE MKT- 05	International Marketing	III	3	50	50	100
309	SE MKT- 06	Business to Business Marketing	III	3	50	50	100
310	SE MKT- 07	Marketing Analytics	III	3	50	50	100
311	SE MKT- 08	Marketing 5.0	III	3	50	50	100
				12	200	200	400
Specialization Elective Courses - Semester IV (Any 4 to be opted for)							
405	SE MKT- 09	Integrated Marketing Communication	IV	3	50	50	100
406	SE MKT- 10	Rural & Agriculture Marketing	IV	3	50	50	100
407	SE MKT- 11	Tourism & Hospitality Marketing	IV	3	50	50	100
408	SE MKT- 12	Digital Marketing-II	IV	3	50	50	100
409	SE MKT- 13	Retail Marketing	IV	3	50	50	100
410	SE MKT- 14	Marketing of Financial Services	IV	3	50	50	100
411	SE MKT- 15	Recent trends in Marketing	IV	3	50	50	100
412	SE MKT- 16	Marketing 6.0	IV	3	50	50	100
				12	200	200	400
				30	500	500	1000

8.

FINANCIAL MANAGEMENT							
Specialization Core Courses							
Sem Code	Course Code	Course	Semester	Credits	FA	SA	Total Marks
302	SC FIN- 01	Advanced Financial Management	III	3	50	50	100
403	SC FIN - 02	Financial Markets and Banking Operations	IV	3	50	50	100
				6	100	100	200
Specialization Elective Courses - Semester III (Any 4 to be opted for)							
304	SE FIN - 01	Financial Statement & Analysis	III	3	50	50	100
305	SE FIN - 02	Personal Financial Planning	III	3	50	50	100
306	SE FIN - 03	Security Analysis and Portfolio Management	III	3	50	50	100
307	SE FIN - 04	Fundamentals of Life Insurance - Products and Underwriting	III	3	50	50	100
308	SE FIN - 05	Digital Banking	III	3	50	50	100
309	SE FIN - 06	Direct Taxation	III	3	50	50	100
310	SE FIN - 07	Financial Reporting	III	3	50	50	100
311	SE FIN - 08	International Finance	III	3	50	50	100
				12	200	200	400
Specialization Elective Courses - Semester IV (Any 4 to be opted for)							
405	SE FIN - 09	Corporate Financial Restructuring	IV	3	50	50	100
406	SE FIN - 10	Business Valuation	IV	3	50	50	100
407	SE FIN - 11	Technical Analysis of Financial Markets	IV	3	50	50	100
408	SE FIN - 12	Risk Management	IV	3	50	50	100
409	SE FIN - 13	Rural and Micro Finance	IV	3	50	50	100
410	SE FIN - 14	Indirect Taxation	IV	3	50	50	100
411	SE FIN - 15	Corporate Financial Restructuring	IV	3	50	50	100
412	SE FIN - 16	Commodities Market	IV	3	50	50	100
				12	200	200	400
				30	500	500	1000

HUMAN RESOURCE MANAGEMENT							
Specialization Core Courses							
Sem Code	Course Code	Course	Semester	Credits	FA	SA	Total Marks
302	SC HRM- 01	Strategic Human Resource Management	III	3	50	50	100
403	SC HRM - 02	Employee Relations & Labour Legislation	IV	3	50	50	100
				6	100	100	200
Specialization Elective Courses - Semester III (Any 4 to be opted for)							
304	SE HRM - 01	Competency Based HRM	III	3	50	50	100
305	SE HRM - 02	Conflict management and Negotiation Skills	III	3	50	50	100
306	SE HRM - 03	HR Analytics	III	3	50	50	100
307	SE HRM - 04	Diversity & Inclusion	III	3	50	50	100
308	SE HRM - 05	HR Perspective in Merger & Acquisition	III	3	50	50	100
309	SE HRM - 06	Labour Economics & Costing	III	3	50	50	100
310	SE HRM - 07	Organization Diagnosis and Development	III	3	50	50	100
311	SE HRM - 08	HR Operations	III	3	50	50	100
				12	200	200	400
Specialization Elective Courses - Semester IV (Any 4 to be opted for)							
405	SE HRM - 09	Compensation & Reward Management	IV	3	50	50	100
406	SE HRM - 10	Employee Engagement	IV	3	50	50	100
407	SE HRM - 11	Designing HR Policies	IV	3	50	50	100
408	SE HRM - 12	Performance Management System	IV	3	50	50	100
409	SE HRM - 13	Change Management & New Technologies in HRM	IV	3	50	50	100
410	SE HRM - 14	Global HR Practices	IV	3	50	50	100
411	SE HRM - 15	Mentoring & Coaching	IV	3	50	50	100
412	SE HRM - 16	Labour Welfare	IV	3	50	50	100
				12	200	200	400
				30	500	500	1000

OPERATIONS & SUPPLY CHAIN MANAGEMENT							
Specialization Core Courses							
Sem Code	Course Code	Course	Semester	Credits	FA	SA	Total Marks
302	SC OSCM- 01	Services Operations Management	III	3	50	50	100
403	SC OSCM- 02	Supply Chain Management	IV	3	50	50	100
				6	100	100	200
Specialization Elective Courses - Semester III (Any 4 to be opted for)							
304	SE OSCM- 01	Planning & Control of Operations	III	3	50	50	100
305	SE OSCM- 02	Productivity Management	III	3	50	50	100
306	SE OSCM- 03	Theory of Constraints	III	3	50	50	100
307	SE OSCM- 04	Manufacturing Resource Planning	III	3	50	50	100
308	SE OSCM- 05	Quality Management Standards	III	3	50	50	100
309	SE OSCM- 06	Strategic Supply Chain Management	III	3	50	50	100
310	SE OSCM- 07	Business Excellence	III	3	50	50	100
311	SE OSCM- 08	Service Value Chain Management	III	3	50	50	100
				12	200	200	400
Specialization Elective Courses - Semester IV (Any 4 to be opted for)							
405	SE OSCM- 09	Industry 4.0	IV	3	50	50	100
406	SE OSCM- 10	Six Sigma for Operations	IV	3	50	50	100
407	SE OSCM- 11	Toyota Production System	IV	3	50	50	100
408	SE OSCM- 12	World Class Manufacturing	IV	3	50	50	100
409	SE OSCM- 13	Supply Chain Strategy	IV	3	50	50	100
410	SE OSCM- 14	Financial Perspectives in Operations Management	IV	3	50	50	100
411	SE OSCM- 15	Facilities Planning	IV	3	50	50	100
412	SE OSCM- 16	Sustainable Supply Chains	IV	3	50	50	100
				12	200	200	400
				30	500	500	1000

BUSINESS ANALYTICS							
Specialization Core Courses							
Sem Code	Course Code	Course	Semester	Credits	FA	SA	Total Marks
302	SC BA - 01	Python	III	3	50	50	100
403	SC BA- 02	Data Mining	IV	3	50	50	100
				6	100	100	200
Specialization Elective Courses - Semester III (Any 4 to be opted for)							
304	SE BA- 01	Advanced Statistical Methods	III	3	50	50	100
305	SE BA- 02	Data Visualization and storytelling	III	3	50	50	100
306	SE BA- 03	Marketing Analytics	III	3	50	50	100
307	SE BA- 04	Financial Analytics	III	3	50	50	100
308	SE BA- 05	Workforce Analytics	III	3	50	50	100
309	SE BA- 06	Big Data Analytics	III	3	50	50	100
310	SE BA- 07	Supply & Operation Chain Analytics	III	3	50	50	100
311	SE BA- 08	Digital marketing	III	3	50	50	100
				12	200	200	400
Specialization Elective Courses - Semester IV (Any 4 to be opted for)							
405	SE BA- 09	Time Series Analysis and Forecasting	IV	3	50	50	100
406	SE BA - 10	Strategic Management and Business Analytics	IV	3	50	50	100
407	SE BA - 11	Retail and E-Commerce Analytics	IV	3	50	50	100
408	SE BA - 12	Generative AI for Business Applications	IV	3	50	50	100
409	SE BA - 13	Healthcare Analytics	IV	3	50	50	100
410	SE BA - 14	Predictive Analytics and Machine learning using Python	IV	3	50	50	100
411	SE BA - 15	Sports Analytics	IV	3	50	50	100
412	SE BA - 16	Business applications of Blockchain technologies	IV	3	50	50	100
				12	200	200	400
				30	500	500	1000

AGRI BUSINESS MANAGEMENT							
Specialization Core Courses							
Sem Code	Course Code	Course	Semester	Credits	FA	SA	Total Marks
302	SC ABM- 01	Agriculture and Indian Economy	III	3	50	50	100
403	SC ABM- 02	ICT for Agriculture	IV	3	50	50	100
				6	100	100	200
Specialization Elective Courses - Semester III (Any 4 to be opted for)							
304	SE ABM- 01	Agricultural Marketing Management	III	3	50	50	100
305	SE ABM- 02	Rural Marketing	III	3	50	50	100
306	SE ABM- 03	Rural Banking	III	3	50	50	100
307	SE ABM- 04	Agri- Insurance	III	3	50	50	100
308	SE ABM- 05	Agri- Supply Chain Management	III	3	50	50	100
309	SE ABM- 06	Agricultural Import Export	III	3	50	50	100
310	SE ABM- 07	Current trends in Agriculture	III	3	50	50	100
311	SE ABM- 08	Agri- Entrepreneurship & Startup Management	III	3	50	50	100
				12	200	200	400
Specialization Elective Courses - Semester IV (Any 4 to be opted for)							
405	SE ABM- 09	Food Retail management	IV	3	50	50	100
406	SE ABM- 10	Agri- Input Marketing	IV	3	50	50	100
407	SE ABM- 11	Microfinance	IV	3	50	50	100
408	SE ABM- 12	Commodity derivatives and Risk Management	IV	3	50	50	100
409	SE ABM- 13	Procurement Management	IV	3	50	50	100
410	SE ABM- 14	Agri- Production, Planning and Control	IV	3	50	50	100
411	SE ABM- 15	Management of Allied Agro Industries	IV	3	50	50	100
412	SE ABM- 16	Agri- Cooperative Management	IV	3	50	50	100
				12	200	200	400
				30	500	500	1000

PHARMA & HEALTHCARE MANAGEMENT							
Specialization Core Courses							
Sem Code	Course Code	Course	Semester	Credits	FA	SA	Total Marks
302	SCPHM-01	Fundamentals of Pharma and Healthcare Management	III	3	50	50	100
403	SCPHM-02	Regulatory laws in Indian Pharmaceutical & healthcare Industry	IV	3	50	50	100
				6	100	100	200
Specialization Elective Courses-Semester III(Any4 to be opted for)							
304	SEPHM-01	Healthcare management	III	3	50	50	100
305	SEPHM-02	Pharmaceutical Marketing Management	III	3	50	50	100
306	SEPHM-03	Digital marketing in Pharma & Healthcare	III	3	50	50	100
307	SEPHM-04	Supply Chain Management in Pharmaceutical Sector	III	3	50	50	100
308	SEPHM-05	Pharmaceutical Production Management	III	3	50	50	100
309	SEPHM- 06	Compensation Management and Performance Appraisal in Pharma and healthcare	III	3	50	50	100
310	SEPHM- 07	Health Insurance	III	3	50	50	100
311	SEPHM- 08	Entrepreneurship in Pharma and Healthcare	III	3	50	50	100
				12	200	200	400
Specialization Elective Courses-Semester IV(Any 4 to be opted for)							
405	SEPHM- 09	Ethics and Legal aspects of Pharmaceutical and Healthcare Business	IV	3	50	50	100
406	SEPHM- 10	Clinical Data Management	IV	3	50	50	100
407	SEPHM- 11	Regulatory affairs in pharmaceuticals	IV	3	50	50	100
408	SEPHM- 12	International Pharma marketing	IV	3	50	50	100
409	SEPHM- 13	Marketing of Medical Devices and Diagnostics	IV	3	50	50	100
410	SEPHM- 14	Quality Assurance and Control Management in Pharma	IV	3	50	50	100
411	SEPHM-15	Pharmaceutical advanced Human Resource Management	IV	3	50	50	100
412	SEPHM-16	Healthcare Analytics	IV	3	50	50	100
				12	200	200	400
				30	500	500	1000

Semester III

Semester III	303	On The Job Training (OJT)
8 Credits	LTP: 0:2:14	Subject Core Course – Specialization Specific

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 303.1	REMEMBERING	IDENTIFY and DESCRIBE the fundamental aspects of the organization and industry where the OJT is conducted, including the company's profile, core business activities, and organizational structure.
CO 303.2	UNDERSTANDING	EXPLAIN the relevance and application of theoretical concepts learned in the classroom to real-world business practices observed during the OJT
CO 303.3	APPLYING	UTILIZE relevant theoretical knowledge and technical skills in real-world tasks and projects during the OJT in a professional setting
CO 303.4	ANALYSING	EXAMINE and break down the problems or tasks undertaken during the OJT, identifying the key issues, underlying causes, and possible solutions.
CO 303.5	EVALUATING	ASSESS the effectiveness of the strategies and solutions implemented during the OJT, from the standpoint of utility to the host organization, the feedback from the industry mentor.
CO 303.6	CREATING	DEVELOP a comprehensive OJT report and presentation that integrates the learning experiences, data collected, analysis, and outcomes of the project, demonstrating a clear connection between academic knowledge and practical application.

A] Preamble:

On Job Training (OJT) is an integral component of the MBA program that provides students with a unique opportunity to bridge the gap between theoretical knowledge gained in the classroom and practical application in a real-world environment. This training aims to equip students with both technical and non-technical skills that are essential for success in the industry.

Each student shall undertake an On-the-Job Training (OJT) at the end of Second Semester and complete the same before the commencement of the Third Semester.

B] Guidelines for the On-Job Training (OJT)

B - 1] Nature of the OJT:

1. The On-the-Job Training (OJT) program shall be of 12 weeks (3 months).
2. 8 weeks of training in the organization (industry / bank etc.) with 30 hours of work per week.
3. 4 Weeks of pre and post training work including proposal making, analysis, report preparation and etc.
4. OJT must be conducted outside the academic institution to expose students to real-world work environments.
5. **OJT must be related to the intended specialization of the student.**
6. OJT must be done individually. Group projects are not permitted.
7. OJT may involve actual tasks relevant to the area of specialization of the student and as per the demands of the industry / organization where the student is carrying out the OJT.
8. OJT should involve fieldwork / desk work in the organisation; **online OJT is not permitted.**
9. Primary data collection is mandatory for Research based OJT.
10. Research based OJT can be quantitative / qualitative in nature or even use mixed approaches.
11. Research based OJT can involve surveys, interviews, case studies or observation studies.
12. It is mandatory for the student to seek advance written approval from the faculty mentor and the Director of the Institute about the type of work and organization before commencing the OJT.

B-2] Permissible Partner Organizations:

Students have the flexibility to conduct the OJT with any of the following organizations:

1. Companies listed on either NSE or BSE in India /abroad
2. Unlisted subsidiaries of Listed Companies.
3. Government / Semi-Government Undertaking / PSU
4. Government Offices
5. Start Ups with an existence of 5 years or more and manpower more than 50.
6. Family managed businesses with an existence of 10 years or more and manpower more than 100.
7. Large Cooperative Societies / NGOs with an existence of 5 years or more operating in areas such as agriculture, food processing, health care, retail, banking, etc.

B-3] OJT mentors:

- a) Each student shall be assigned two mentors
 - i. a faculty mentor from the institution
 - ii. an industry mentor from the host organization where the student undertakes the OJT.
- b) **Industry Mentor Role:** The industry mentor plays a crucial role in guiding the student during the internship. They ensure that the internee fulfils the requirements of the organization and successfully meets the demands of the assigned project. Through their expertise and experience, industry mentors provide valuable insights into real-world practices and industry expectations.
- c) **Faculty Mentor Role:** The faculty mentor serves as the overall coordinator of the OJT program of the assigned / allotted students. They oversee the entire internship process and evaluate the quality of the OJT in a consistent manner across all the assigned students. The faculty mentor ensures that the OJT aligns with the MBA program's objectives and provides valuable learning opportunities. They also facilitate communication between the institution, industry mentor, and student to ensure a fruitful OJT experience.

B-4] Submission of documentation for OJT:

- a) **OJT Progress diary:** Each student shall maintain an OJT Progress Diary detailing the work carried out and the progress achieved on a daily basis. Daily entry can be of 3- 4 sentences giving a very brief account of the learning/activities/ tasks / interaction taken place. The faculty mentor will be monitoring the entries in the diary regularly. The student shall submit the duly signed and stamped OJT Progress Diary along with the OJT Report. Soft copy diaries (with time stamp) are also permitted.
- b) **Formal Evaluation from the industry mentor:** The students shall also seek a formal evaluation cum feedback of their OJT from the industry mentor. The formal evaluation cum feedback by the industry mentor shall comment on the nature and quantum of work undertaken by the student, the effectiveness and overall professionalism. The learning outcomes of the OJT and utility of the OJT to the host organization must be specifically highlighted in the formal evaluation cum feedback by the industry mentor. The OJT evaluation sheet duly signed and stamped by the industry mentor shall be included in the final OJT report.
- c) **OJT report:** A student is expected to make a report based on the OJT he or she has done in an organization. The student shall submit TWO hard copies & soft copy of the OJT report to the institute. One hard copy of the OJT report is to be returned to the student by the Institute after the External Viva-Voce. In the interest of environmental considerations, students are encouraged to print their OJT reports on both faces of the paper. Spiral bound copies may be accepted.

B-5] OJT report should contain the following:

The OJT report should be well documented and supported by –

1. Institute's Certificate
2. Certificate by the Company
3. Formal feedback from the company guide
4. Executive Summary
5. Organization profile
6. Outline of the problem/task undertaken
7. Research methodology & data analysis (*in case of research projects only*)
8. Relevant activity charts, tables, graphs, diagrams, pictures, screenshots, AV material, etc.
9. Learning of the student through the OJT

10. Consideration to factors such as environment, safety, ethics, cost, professional (national & international) standards
11. Contribution to the host organization
12. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.)

B-6] Interaction between mentors:

It is suggested that a meet-up involving the intern, industry mentor, and the faculty mentor should be done as a mid-term review to ensure the smooth conduct of the OJT. The meeting can preferably be online to save time and resources. The meeting ensures the synergy between all stakeholders of the OJT. A typical meeting can be of around 15 minutes where at the initial stage the intern briefs about the work and interaction goes for about 10 minutes. This can be followed by the interaction of the mentors in the absence of the intern. This ensures that issues between the intern and the organization, if any, are resolved amicably.

B-7] OJT workload for the faculty: Every student is provided with a faculty member as a mentor. So, a faculty mentor will have a few students under him/her. A faculty mentor is the overall in-charge of the OJT of the allocated students. He/she constantly monitors the progress of the OJT by regularly overseeing the diary, interacting with the industry mentor, and guiding on the report writing etc.

B-8] Evaluation Pattern:

Total Marks: 200

Formative Assessment: 100 Marks

Summative Assessment: 100 Marks

1] Formative Assessment Weightage (100 marks):

1. Executive Summary - 05 marks
2. Organization profile - 05 marks
3. Outline of the problem/task undertaken - 10 marks
4. Research methodology & data analysis (in case of research projects only) - 10 marks

OR

- Relevant activity charts, tables, graphs, diagrams, pictures, screenshots, AV material, etc. - 10 marks
5. Learning of the student through the OJT - 10 marks
6. Consideration to factors such as environment, safety, ethics, cost, professional (national & international) standards - 10 marks
7. Contribution to the host organization - 10 marks
8. References in appropriate referencing styles. (APA, MLA, Harvard, Chicago Style etc.) - 10 marks
9. Formal feedback from the company guide - 05 marks
10. Regularity of interaction with the faculty mentor - 05 marks
11. Overall quality of the OJT report - 05 marks
12. Internal Viva-Voce - 15 marks

2] Summative Assessment Weightage (100 marks):

1. There shall be a panel of 2 examiners for the Final Viva-Voce
2. University shall nominate External Examiners
3. Director shall nominate Internal Examiners
4. Presentation by each student along with a spiral bound report is mandatory
5. Students will deliver a presentation of 15 minutes about their OJT project.
6. Weightages for summative assessment shall be as follows
 - a) Presentation – 20 marks
 - b) Viva-Voce – 30 marks
 - c) Report – 30 marks
 - d) Ability to connect with the theoretical & conceptual frame work – 20 marks

The Internal & the External viva-voce shall evaluate the candidate based on:

1. Adequacy of work undertaken by the student
2. Application of concepts learned in Sem I and II
3. Understanding of the organization and business environment

4. Analytical capabilities
5. Technical Writing & Documentation Skills
6. Outcome of the project – sense of purpose
7. Utility of the project to the organization
8. Variety and relevance of learning experience

Presentation could be through any of the enlisted formats (this is an indicative list and innovative formats if any beyond this list may be adopted) -

1. Traditional Slide Deck Presentation
2. Infographics
3. Video presentation
4. Paper presentation
5. Poster presentation
6. Webinar or online presentation
7. TED-style presentation
8. Storytelling Presentation etc.

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