



# **DATTA MEGHE INSTITUTE OF MANAGEMENT STUDIES**

## **SYLLABUS**

**Applicable from  
August 2025**



## **Vision**

**To be the Best known Management  
Institute to provide value based  
knowledge leaders for Business,  
Government and Society.**

## **Mission**

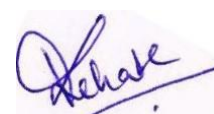
**To develop contemporary  
skillset through Curricular,  
Co-curricular and Extra  
curricular activities.**

## **1.1 PREAMBLE FOR THE MBA PROGRAM**

The Master of Business Administration (MBA) program is designed to develop leaders, skilled professionals, and responsible global citizens capable of transforming business practices in an ever-evolving global environment. Grounded in ethical values, critical thinking, and a commitment to sustainability, the program fosters strategic decision-making, innovation, and entrepreneurial spirit. Through a multidisciplinary curriculum, experiential learning, and industry integration, the MBA program equips students with the knowledge, competencies, and confidence to address complex business challenges. It emphasizes leadership, analytical reasoning, communication, and technological adaptability to prepare graduates for dynamic roles in corporate, entrepreneurial, and social sectors. The program aspires to cultivate a lifelong learning mindset, professional excellence, and a deep sense of accountability towards society and the business ecosystem.

## **1.2 INTRODUCTION TO THE MBA PROGRAM**

The Master of Business Administration (MBA) is a postgraduate program that prepares students for leadership and managerial roles across diverse sectors of the global economy. It is designed to impart a strong foundation in core business disciplines such as marketing, finance, human resources, operations, and strategy, while also nurturing analytical thinking, problem-solving abilities, and ethical decision-making. The MBA program blends academic rigor with practical relevance through case studies, industry projects,

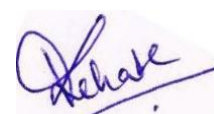


internships, simulations, and exposure to real-world business challenges. Through a combination of classroom learning, experiential pedagogy, and interdisciplinary exposure, the program aims to develop professionals who are not only competent managers but also responsible leaders capable of driving positive change in their organizations and society at large.

### 1.3 MBA PROGRAMME FOCUS

#### PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

<b>PEO1</b>	To foster the academic environment and quality through case method of teaching resulting into students facing real life situation during his career.
<b>PEO2</b>	To contribute to the sphere of students' knowledge by practical approach of teaching leading into a professional approach in his career.
<b>PEO3</b>	To imbibe leadership qualities in the students in order to handle complex business situations.
<b>PEO4</b>	To adopt innovative practices in teaching to enrich the mental acumen of students which must be used in his assignments after completion of MBA program.
<b>PEO5</b>	To make students appreciate and comprehend various aspects of business to counter business issues in a positive way in his professional career.



## 1.4 PROGRAMME OUTCOMES (POs) *(Prescribed by NBA)*

<b>PO1</b>	Apply knowledge of management theories and practices to solve business problems.
<b>PO2</b>	Foster Analytical and critical thinking abilities for data-based decision making.
<b>PO3</b>	Ability to develop value-based leadership ability.
<b>PO4</b>	Ability to understand, analyse and communicate global, economic, legal, and ethical aspects of business.
<b>PO5</b>	Ability to lead themselves and others in the achievement of organisational goals, contributing effectively to a team environment.

## 1.5 PROGRAMME SPECIFIC OUTCOMES (PSOs)

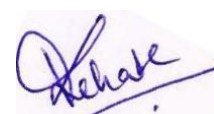
<b>PSO 1</b>	<b>Managerial Problem-Solving :</b> Apply knowledge of management theories and practices to analyse and solve complex business problems using structured and strategic approaches.
<b>PSO 2</b>	<b>Data-Driven Decision Making :</b> Demonstrate analytical and critical thinking skills to interpret data, evaluate alternatives, and make informed, evidence-based business decisions.
<b>PSO 3</b>	<b>Value-Based Leadership :</b> Exhibit ethical leadership and personal integrity in managerial roles by integrating core values, social responsibility, and stakeholder perspectives.
<b>PSO 4</b>	<b>Global and Contextual Awareness :</b> Understand, analyse, and communicate effectively about the global, economic, legal, and ethical dimensions of business operations in a dynamic environment.
<b>PSO 5</b>	<b>Teamwork and Goal Achievement :</b> Lead oneself and others effectively to achieve organizational goals while fostering collaboration, inclusivity, and accountability within team settings.




## 1.6 GRADUATE ATTRIBUTES (Gas):

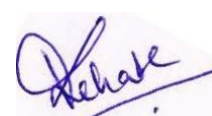
At the end of MBA Programme the learner shall exhibit:

GA1	<b>Management Knowledge:</b> Demonstrate knowledge of core management principles and practices across functional areas such as finance, marketing, operations, and human resources.
GA2	<b>Problem Solving and Decision Making:</b> Apply structured and innovative approaches to analyse complex business issues and make data-driven, strategic decisions.
GA3	<b>Leadership and Teamwork :</b> Exhibit leadership qualities and effectively contribute to, and manage, diverse teams in dynamic and multicultural environments.
GA4	<b>Ethical and Social Responsibility:</b> Uphold high standards of integrity, ethics, and corporate social responsibility in professional and societal contexts.
GA5	<b>Communication Skills :</b> Communicate effectively and professionally through verbal, non-verbal, and written modes across business settings and stakeholder groups.
GA6	<b>Critical and Analytical Thinking:</b> Apply logical reasoning, critical analysis, and quantitative techniques to evaluate information and solve business problems.
GA7	<b>Entrepreneurial Ability :</b> Demonstrate creativity, innovation, and risk-taking ability to identify business opportunities and create sustainable ventures.
GA8	<b>Global and Multicultural Perspective :</b> Understand global business environments, cultural diversity, and international economic systems to manage across borders and contexts.
GA9	<b>Adaptability and Lifelong Learning:</b> Adapt to changes in the business environment through continuous learning and skill development for sustained career growth.
GA10	<b>Technology Proficiency:</b> Utilize emerging technologies, digital tools, and information systems for enhanced business analysis, communication, and decision-making.

## 1.7 COURSE TYPES: -

- **Core courses:** **Core courses** are the compulsory courses for all the students. There are seven core courses, in Semester-I, eight in Semester-II and one each in Semester-III and Semester-IV.
- **Audit courses :** Audit Course won't have slot in Regular time table. There are four Audit Courses, one in Semester-I, two in Semester II and one in Semester III. Audit courses will be held on workshop mode, not less than 4 hours duration. A student who fails to attend the workshop & the assessment test, will be denoted with G grade to show that the course is incomplete. Certificate will be given to students on the successful completion of Audit Courses.
- **Skill Enhancement Course:** Skill Enhancement courses focus on the skill enhancement of the students and there are two **Skill Enhancement Courses** in Semester- I and one in each Semester- II and Semester-III.
- **Employment Enhancement Program:** This is an Audit Course and is the part of Semester-III. This will be help with third party intervention and will have modules, focusing on the employability skills of the students.
- **Domain Specific Elective:** Domain Specific Elective are the specialization which are offered in the Semester-III of the MBA Program. Being a Dual Elective Program, Students need to opt two Electives, carrying 3 papers in Semester-III and 2 papers in Semester-IV.
- **Summer Internship Project (SIP) :** Student will undergo Industry Training, through Summer Internship Project, of 30 days to 45 days duration. This will provide them a hands on experience on the real functioning of the industry and thus help in bridging the gap between the industry and Academia.
- **Capstone Project :** Semester IV, will undergo, Semester Long Internship,



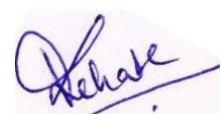
in the Industry and the outcome will be the Capstone Project. Student need to prepare a SLIP (Semester Long Internship Project), a Project Report and a Research Paper. Theory courses will be held on Online Mode. MSE will be held on Online Mode.

- **MOOC Courses** carries 6 credits. it may be a single course of 6 credits, or may be the combination of multiple courses. credit should be equal to or greater than 6 credits. MOOC courses will be driven through the respective faculty mentor.

## 1.8 DOMAIN SPECIFIC ELECTIVE

The following specializations shall be offered. Students can opt for two specialization out of the given List.

- A. Finance (FIN).
- B. Human Resources Management (HRM).
- C. Marketing Management (MKT).
- D. Operations and Logistics (OL).
- E. Business Analytics (BA).
- F. Health Care Management.(HCM)

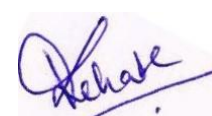




## CREDIT MATRIX

SEMESTER	CREDITS	MARKS
FIRST SEMESTER	21	900
SECOND SEMESTER	21	900
THIRD SEMESTER	28	800
FOURTH SEMESTER	26	700
MOOC COURSES	6	
<b>TOTAL</b>	<b>102</b>	<b>3300</b>

Course Component	No. of Courses	Curriculum Content (% of Total Number of Credits of the Program)	Total Number of Credits
Program Core	17	39.22	40
Program Electives	10	29.41	30
SIP	1	5.88	6
Capstone Project	1	11.76	12
Skill Development Courses	4	7.84	8
MOOC Courses	--	5.88	6
Audit Courses	3	---	-
Total	36	100	102



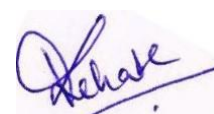
### EVALUATION PATTERN

Number of credits of the course	MSE	RE-MSE	ESE
02/03	UNIT 1+UNIT 2+ UNIT 3	UNIT 1+UNIT 2+ UNIT 3	ALL UNITS

**MOOC COURSES CARRIES 6 CREDITS. IT MAY BE A SINGLE COURSE OF 6 CREDITS, OR MAY BE THE COMBINATION OF MULTIPLE COURSES. CREDIT SHOULD BE EQUAL TO OR GREATER THAN 6 CREDITS. MOOC COURSES WILL BE DRIVEN THROUGH THE RESPECTIVE FACULTY MENTOR.**

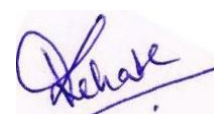
## SEMESTER -I

SEMESTER	COURSE TYPE	COURSE CODE	Course Title	Instruction Hours	Credits	Internal Assessment		Written Examination		Total Marks	
						MAX	MIN	MAX	MIN	MAX	MIN
SEMESTER -I	CORE	C4101	Principles of Business Management	30	2	40	0	60	12	100	40
		C4102	Financial Reporting & Analysis	45	3	40	0	60	12	100	40
		C4103	Quantitative Techniques	45	3	40	0	60	12	100	40
		C4104	Human Resource Management	30	2	40	0	60	12	100	40
		C4105	Marketing Management	30	2	40	0	60	12	100	40
		C4106	Business Law	45	3	40	0	60	12	100	40
		C4107	Organizational Behavior	30	2	40	0	60	12	100	40
	AUDIT	A4101	Indian Knowledge System	-	-	-	-	-	-	-	-
	SKILL	S4101	Business Communication	30	2	40	0	60	12	100	40
		S4102	Digital Skills & Collaboration In Managerial Practice	30	2	40	0	60	12	100	40
TOTAL				315	21	360		540	-	900	-

## SEMESTER- II

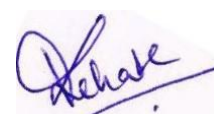
SEMESTER	COURSE TYPE	COURSE CODE	Course Title	Instruction Hours		Internal Assessment		Written Examination		Total Marks	
						MAX	MIN	MAX	MIN	MAX	MIN
SEMESTER - II	CORE	C4201	Managerial Economics	30	2	40	0	60	12	100	40
		C4202	Cost & Management Accounting	45	3	40	0	60	12	100	40
		C4203	Financial Management	45	3	40	0	60	12	100	40
		C4204	Production & Operation Management	30	2	40	0	60	12	100	40
		C4205	Digital Marketing	30	2	40	0	60	12	100	40
		C4206	Business Research	30	2	40	0	60	12	100	40
		C4207	Fundamentals of Business Analytics	45	3	40	0	60	12	100	40
		C4208	Entrepreneurial Development	30	2	40	0	60	12	100	40
	AUDIT	A4201	Ethics & Corporate Governance	-	-	-	-	-	-	-	-
		A4202	Employment Enhancement Program (EEP)	80	-	-	-	-	-	-	-
	SKILL	S4201	MS Excel- Advanced	20	2	40		60	12	100	40
	TOTAL			385	21	360	-	540	-	900	-

### SEMESTER III

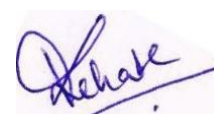
	COURSE CODE	Course Title	Instruction Hours		Internal Assessment		Written Examination		Total Marks	
					MAX	MIN	MAX	MIN	MAX	MIN
CORE	C4301	Strategic Management	30	2	40	0	60	12	100	40
GROUP-A	EL4301	Elective- I : Paper 1	45	3	40	0	60	12	100	40
	EL4302	Elective- I : Paper 2	45	3	40	0	60	12	100	40
	EL4303	Elective- I : Paper 3	45	3	40	0	60	12	100	40
GROUP-B	EL4301	Elective- II : Paper 1	45	3	40	0	60	12	100	40
	EL4302	Elective- II : Paper 2	45	3	40	0	60	12	100	40
	EL4303	Elective- II : Paper 3	45	3	40	0	60	12	100	40
SKILL	S4301	Power BI	30	2	40	0	60	12	100	40
PROJECT	P4301	SIP		6						
TOTAL			330	28	320	-	480	-	800	-

*Note: EL stands for respective Domain Electives.*

## SEMESTER - IV

SEMESTER IV	COURSE TYPE	COURSE CODE	Course Title	Instruction Hours		Internal Assessment		Written Examination		Total Marks	
						MAX	MIN	MAX	MIN	MAX	MIN
	CORE	C4401	AI in Business Decisions	30	2	40	0	60	12	100	40
	GROUP-A	SP4404	Elective- I - I : Paper 4	45	3	40	0	60	12	100	40
		SP4405	Elective- I - I : Paper 5	45	3	40	0	60	12	100	40
	GROUP-B	SP3404	Elective- I - II : Paper 4	45	3	40	0	60	12	100	40
		SP3405	Elective- I - II : Paper 5	45	3	40	0	60	12	100	40
		P4401	Capstone Project	-	12					200	100
				210	26	200	-	300	-	700	-

## ELECTIVES

### ELECTIVE A - FINANCE

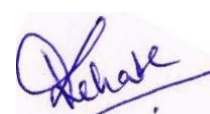
COURSE CODE	SEMESTER	COURSE NAME
F4301	III	CORPORATE TAX PLANNING & DIGITAL COMPLIANCE
F4302	III	BLOCKCHAIN AND FINTECH: METHODS AND APPLICATIONS
F4303	III	STRATEGIC DERIVATIVES & FINANCIAL ANALYTICS
F4404	IV	APPLIED BEHAVIOURAL FINANCE
F4405	IV	STRATEGIC INVESTMENTS & PORTFOLIO OPTIMIZATION

### ELECTIVE B - HUMAN RESOURCE MANAGEMENT

COURSE CODE	SEMESTER	COURSE NAME
H4301	III	TRAINING & DEVELOPMENT
H4302	III	HR ANALYTICS
H4303	III	INDUSTRIAL RELATIONS
H4404	IV	HUMAN RESOURCE ADMINISTRATION: SYSTEMS & PROCEDURES
H4405	IV	SOCIAL SECURITY LAWS

### ELECTIVE C - MARKETING MANAGEMENT

COURSE CODE	SEMESTER	COURSE NAME
M4301	III	CONSUMER BEHAVIOR
M4302	III	PRODUCT AND BRAND MANAGEMENT
M4303	III	MARKETING ANALYTICS
M4404	IV	SALES AND DISTRIBUTION MANAGEMENT
M4405	IV	MARKETING OF SERVICES

### ELECTIVE D- OPERATIONS& LOGISTICS

COURSE CODE	SEMESTER	COURSE NAME
04301	III	PROJECT MANAGEMENT: PLANNING, TOOLS & TECHNIQUES
04302	III	INTEGRATED PROCUREMENT AND INVENTORY MANAGEMENT
04303	III	TOTAL QUALITY MANAGEMENT
04404	IV	SERVICE OPERATION MANAGEMENT
04405	IV	LOGISTICS & SUPPLY CHAIN MANAGEMENT

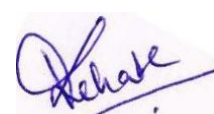
### ELECTIVE E- BUSINESS ANALYTICS

COURSE CODE	SEMESTER	COURSE NAME
BA4301	III	BIG DATA ANALYTICS
BA4302	III	CLOUD COMPUTING
BA4303	III	DATA MODELLING
BA4404	IV	SOCIAL MEDIA ANALYTICS
BA4405	IV	MACHINE LEARNING & PREDICTIVE ANALYSIS

### ELECTIVE F - HEALTH CARE MANAGEMENT

#### ELECTIVE F

COURSE CODE	SEMESTER	COURSE NAME
HM4301	III	HOSPITAL PLANNING & ADMINISTRATION
HM4302	III	ETHICS & LEGAL ASPECTS IN HEALTH CARE
HM4303	III	PATIENT CARE SERVICES HEALTH INFORMATICS & DIGITAL HEALTH
HM4404	IV	MARKETING OF HEALTH CARE SERVICES
HM4405	IV	HEALTH CARE DELIVERY SYSTEM AND PUBLIC HEALTH IN INDIA





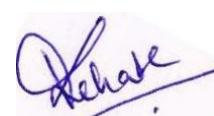
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Atrey Layout, Nagpur--- 440 022  
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with NBA Accredited MBA Program*



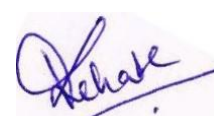
# SEM-I

## C4101 - PRINCIPLES OF BUSINESS MANAGEMENT

Course Specification	Particulars					
Type	Core				Credits	2
Semester	Sem-I				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To develop a comprehensive conceptual framework for understanding management concepts.</li><li>To get extensive knowledge of various management functions.</li><li>3. To enhance the ability to analyze &amp; solve case studies in real world Management context.</li></ul>					
Course Outcomes: On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES- Students will be able to:			
CO 4101.1	REMEMBERING		Define and explain the meaning, nature, characteristics of management.(P01)			
CO 4101.2	UNDERSTANDING		Describe and explain the various functions of management, including planning, organizing, staffing, directing, and controlling.(P01)			
CO 4101.3	APPLYING		Apply the principles and contributions of Taylor, Fayol, and Elton Mayo to real-world business scenarios to improve organizational efficiency.(P01)			
CO 4101.4	ANALYSING		Differentiate between various levels of management, evaluate managerial skills and roles, and assess the ethical and social responsibilities of managers in an organization.(P03,P04)			
CO 4101.5	EVALUATING		Examine the decision-making process, identify challenges in			

		managerial decision-making, and critically <b>evaluate</b> different types of decisions to select the most effective approach.(PO2,PO4)
<b>CO 4101.6</b>	<b>CREATING</b>	<b>Develop and propose</b> strategic solutions by analyzing real-world managerial problems using structured case study methods.(PO2,PO5)
<b>Unit-1</b>	<b>Basics of Management</b> -Meaning & definition of Management, Nature & Characteristics. Management: Art and Science & as a Profession, Management Vs Administration.	
<b>Unit-2</b>	<b>Functions of Management</b> – a) Planning – Concept, Nature, Importance, Steps, Limitations, b) Organizing - Concept, Nature, Importance, c) Staffing - Concept, Nature, Importance, d) Directing – Concept, Nature, Importance. e)Controlling - Concept, Nature, Importance, Process of controlling, Control Techniques.	
<b>Unit-3</b>	<b>Contributions of Management Thinkers:</b> Need for Management Principles and contributions of F.W. Taylor, Henry Fayol, Elton Mayo and Peter Drucker	
<b>Unit-4</b>	<b>Levels of Management</b> & their respective functions. Skills and roles of a manager. Managerial Ethics, Social and Ethical Responsibilities of management.	
<b>Unit-5</b>	<b>Managerial Decision making:</b> Concept, Nature, Importance, and Process. Human-AI (Artificial Intelligence) Collaboration in managerial decision-making. Types of decisions. Problems in decision making.	
<b>Unit-6</b>	<b>Case study</b> -Analyze a Real-World Managerial Situation. Steps Involved – Fact/Summary, Problem Identification, Analysis of Problems, Alternate Solutions, Best Solution (At least 04 real world cases to be discussed)	
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. Essentials of Management – Koontz – TMGH</li> <li>2. Principles &amp; Practices of Management - Saxena</li> <li>3. Principles and Practices of Management - Shejwalkar and Ghanekar</li> <li>4. Management Concepts &amp; Practices – Hannagan</li> <li>5. Principles of Management: Text and Cases, 1e - Bhattacharyya - Pearson</li> </ol>	
<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="https://youtu.be/b7Oy8dFIkNI?si=pcOqeiWCieKNespv">https://youtu.be/b7Oy8dFIkNI?si=pcOqeiWCieKNespv</a></li> <li>• <a href="https://youtu.be/WC6u9EskeN8?si=iAcTr-mu17mvpYl">https://youtu.be/WC6u9EskeN8?si=iAcTr-mu17mvpYl</a></li> <li>• <a href="https://youtu.be/n0Gi0NO280g?si=PU0nMXB-gYkOATjY">https://youtu.be/n0Gi0NO280g?si=PU0nMXB-gYkOATjY</a></li> <li>• <a href="https://youtu.be/_RtcWWWZ1gg?si=dbetpe_m3X6BwwDk">https://youtu.be/_RtcWWWZ1gg?si=dbetpe_m3X6BwwDk</a></li> <li>• <a href="https://youtu.be/ai0rHB3NhLE?si=c_1D7eKpJgQgNTYB">https://youtu.be/ai0rHB3NhLE?si=c_1D7eKpJgQgNTYB</a></li> </ul>	

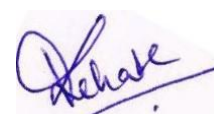





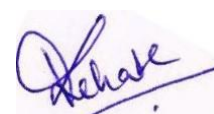
	<ul style="list-style-type: none"><li>Real world Management cases - <a href="https://www.icmrindia.org/free%20resources/casestudies/freesample.htm?utm">https://www.icmrindia.org/free%20resources/casestudies/freesample.htm?utm</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Observe and learn various Management functions by visiting any service/manufacturing organization.

## C4102: FINANCIAL REPORTING & ANALYSIS

Course Specification	Particulars					
Type	Core				Credits	03
Semester	SEM-I				Offered in	ODD SEM
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher’s Assessment	Total Marks	Mode of Study	Through Preparatory material, & Numerical Problems based on Case Studies.
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To help students interpret and understand the components and significance of an Annual Report.</li><li>To develop a strong understanding of accounting principles, mechanics, and financial statements.</li><li>To train students in the preparation and analysis of Income Statement, Balance Sheet, and Cash Flow.</li><li>To familiarize students with emerging frameworks in financial reporting, including sustainability, integrated, fair value, and digital reporting.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Identify key accounting terms, concepts, and financial reporting standards. (P01)(P04)			
CO 101.2	UNDERSTANDING		Explain the structure and components of financial statements.(P02)(P04)			
CO 101.3	APPLYING		Prepare Trial Balance, Income Statement, and Balance Sheet. (P01)(P03)			
CO 101.4	ANALYSING		Analyse financial ratios and interpret their significance.(P01)(P02)			
CO 101.5	EVALUATING		Assess a company’s financial performance using statements and ratios.(P01)(P02)			

<b>CO 101.6</b>	<b>CREATING</b>	<b>Design</b> comprehensive financial reports integrating key accounting concepts and emerging practices.(P02)(P05)
<b>Unit-1</b>	<b>The Opening Chapter – Discovering the Annual Report</b> Introduction to Accounting: Concept, rules and conventions, an overview of Financial Statements. Meaning of GAAP, IndAs, Overview of IFRS	
<b>Unit-2</b>	<b>The Plot Thickens – Behind-the-Scenes of Accounting</b> Identification of financial transactions, Recording transactions in the journal, Modern approach for passing Journal Entries, Posting entries to ledger accounts, Balancing ledger accounts, Preparation of the trial balance, Identifying errors not revealed by trial balance	
<b>Unit-3</b>	<b>The Climax – Creating the Financial Story</b> Recording adjustment entries (e.g., outstanding expenses, prepaid expenses, depreciation, etc.), Preparation of Income Statement (Trading and Profit & Loss Account), Preparation of Balance Sheet, Interpretation of final accounts for financial understanding. (Note – Schedule III & VI of Companies Act 2013 should be referred for the Vertical Format of Income Statement and Balance Sheet)	
<b>Unit-4</b>	<b>The Underlying Current – Cash Flow Unveiled</b> Classification of cash flows: Operating, Investing, and Financing activities, Methods of Cash Flow preparation: <b>Direct vs. Indirect Method</b> , Preparation of cash flow from investing and financing activities, Linking cash flow with Income Statement and Balance Sheet, Interpretation of cash flow statement for liquidity and financial health	
<b>Unit-5</b>	<b>The Detective's Toolkit – Ratio Analysis</b> Introduction to financial ratios and their significance, Classification of ratios, Use of ratios for inter-firm and intra-firm comparison, Trend analysis and benchmarking using ratios, Drawing insights for decision-making from ratio analysis	
<b>Unit-6</b>	<b>The Epilogue – Reporting the Future</b> Introduction to sustainability accounting and its relevance, Principles and frameworks of sustainability reporting (e.g., GRI standards), Concept and structure of Integrated Reporting (IR), Role of non-financial disclosures in corporate reporting, Understanding Fair Value Accounting and its impact on financial statements, Emergence of Digital Financial Reporting (e.g., XBRL, AI-driven reporting tools)	
<b>Suggested Books</b>	1 <b>Maheshwari, S.N. &amp; Maheshwari, S.K.</b> (2021). <i>An Introduction to Accountancy</i> . Vikas Publishing House. 2 <b>Tulsian, P.C.</b> (2023). <i>Financial Accounting</i> . S. Chand Publishing. 3 <b>Shukla, M.C., Grewal, T.S. &amp; Gupta, S.C.</b> (2022). <i>Advanced Accounts – Volume 1</i> . S. Chand Publishing. 4 <b>Arora, M.N.</b> (2020). <i>Accounting for Management</i> . Himalaya Publishing House. 5 <b>Ashok Sehgal &amp; Deepak Sehgal</b> (2021). <i>Advanced Accounting</i> . Taxmann Publications.	

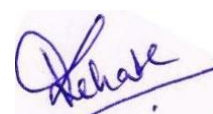





<b>URL Links</b>	<ul style="list-style-type: none"><li>• <a href="https://learning.icaai.org">https://learning.icaai.org</a></li><li>• <a href="https://nptel.ac.in/courses/110106147">https://nptel.ac.in/courses/110106147</a></li><li>• <a href="https://www.mca.gov.in">https://www.mca.gov.in</a></li><li>• <a href="https://www.globalreporting.org/standards">https://www.globalreporting.org/standards</a></li><li>• <a href="https://www.xbrl.org/in/">https://www.xbrl.org/in/</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	AI-Powered Financial Analysis Excel + Copilot (or Google Sheets with AI add-ons)

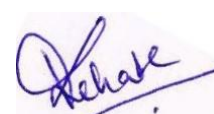
## C4103 QUANTITATIVE TECHNIQUES

Course Specification	Particulars					
Type	Core				Credits	3
Semester	Sem-I				Offered in	Odd
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>Understand key statistical concepts and their applications in business.</li><li>Collect, organize, and summarize business data using descriptive statistical methods.</li><li>Analyze business data using statistical tools.</li><li>Make data-based decisions to solve business problems.</li><li>Interpret statistical findings and communicate results effectively.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Describe fundamental statistical terminologies and methods used in business.(PO1)			
CO 101.2	UNDERSTANDING		Explain methods of data collection and present data through tables, charts, and graphs.(PO1)(PO2)			
CO 101.3	APPLYING		Calculate and interpret measures of central tendency, dispersion, and correlation.(PO1)(PO2)(PO4)			
CO 101.4	ANALYSING		Interpret the role of various statistical techniques to forecast business trends(PO2)(PO4)			
CO 101.5	EVALUATING		Utilize statistical software like Excel R to analyze business data.(PO2)(PO4)(PO5)			



<b>CO 101.6</b>	<b>CREATING</b>	Evaluate statistical results to make informed business decisions.(PO2)(PO4)
<b>Unit-1</b>	<b>Central tendency:</b> Introduction to Quantitative Techniques and Importance in Business Decision Making. Concept of Descriptive and inferential statistics. Measures of Central tendency: Arithmetic mean, median and mode, Calculation of mean, median, mode with excel.	
<b>Unit-2</b>	<b>Dispersion:</b> Range, Quartile deviation, Mean deviation, Standard deviation, Coefficient of variation, Skewness and Kurtosis. Calculation of Range, Quartile deviation, Mean deviation, Standard deviation with excel.	
<b>Unit-3</b>	<b>Regression:</b> Method of Least Squares, Regression Coefficient, Standard Errors of Estimate, Uses and properties of regression coefficient Calculation of correlation and regression in Excel	
<b>Unit-4</b>	Introduction to <b>Linear Programming</b> Problems: Application of Linear programming, General statement and assumptions underlying Linear Programming, Formulation of Linear, Programming Problems, Graphical method for solution of LPP. Unbounded and degenerate solution of LPP.	
<b>Unit-5</b>	<b>Probability:</b> Permutation& Combination, Probability-Definition, basic concepts, events and experiments, random variables, expected value, types of probability	
<b>Unit-6</b>	<b>Introduction to Game Theory:</b> Game models, Two persons zero sum games and their solution, solution of $2 \times n$ and $m \times 2$ games by graphical approach, Solution of $m \times n$ games. <b>Time Series Analysis:</b> Meaning, Components and various methods of time series analysis. Trend analysis: Least Square method - Linear and Non- Linear equations, Time series with Excel <b>Ethical Issues</b> – Data Manipulation	
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. S. C. Gupta &amp; Dr. V. K. Kapoor. Fundamentals of Mathematical Statistics: A Modern Approach. (10th Ed.) Sultan Chand Publication.</li> <li>2. Render, B., Stair Jr., R.M. &amp; Hanna, M.E. (2003). Quantitative Analysis for Management. (10th. Ed.). Prentice Hall.</li> <li>3. KantiSwarup, P.K. Gupta &amp; Man Mohan, Operation research (4th Ed.), Sultan Chand Publication.</li> <li>4. N.D. Vohra, Quantitative Techniques in Management: (3rd Ed) , McGraw Hill Publication</li> <li>5. Bagwati Pillai, Business statistics: S Chand &amp; Co.</li> </ol>	

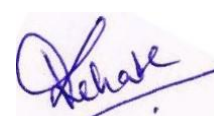





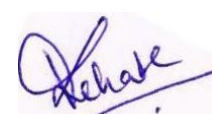
<b>url links</b>	<ul style="list-style-type: none"><li>• <a href="https://www.geeksforgeeks.org/business-statistics-importance-application-and-types/">https://www.geeksforgeeks.org/business-statistics-importance-application-and-types/</a></li><li>• <a href="https://www.geeksforgeeks.org/measures-of-central-tendency/">https://www.geeksforgeeks.org/measures-of-central-tendency/</a></li><li>• <a href="https://www.geeksforgeeks.org/measures-of-central-tendency/">https://www.geeksforgeeks.org/measures-of-central-tendency/</a></li><li>• <a href="https://www.investopedia.com/terms/r/regression.asp">https://www.investopedia.com/terms/r/regression.asp</a></li><li>• <a href="https://www.investopedia.com/terms/g/gametheory.asp">https://www.investopedia.com/terms/g/gametheory.asp</a></li><li>• <a href="https://www.geeksforgeeks.org/linear-programming/">https://www.geeksforgeeks.org/linear-programming/</a></li><li>• <a href="https://www.geeksforgeeks.org/linear-programming/">https://www.geeksforgeeks.org/linear-programming/</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Role of AI in quantitative techniques & Business Decision making.

## C4104: HUMAN RESOURCE MANAGEMENT

Course Specification	Particulars					
Type	Core				Credits	2
Semester	Sem-I				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To introduce students to the fundamental concepts, functions, and evolution of Human Resource Management.</li><li>To develop an understanding of strategic HRM, workforce planning, job analysis, recruitment, selection, and retention.</li><li>To equip students with the knowledge and skills required for training and development, performance appraisal, and compensation management.</li><li>To analyze contemporary challenges in HRM, including ethical issues, employee privacy, legal compliance, and technological advancements.</li></ul>					
Course Outcomes: On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
C01	REMEMBERING		List various HR practices (PO1)			
C02	UNDERSTANDING		Understand HRM concepts and functions. (PO1)			
C03	APPLYING		Apply HR principles and techniques to practical situations (PO1)(PO5)			
C04	ANALYSING		Analyze the effectiveness of HR practices and identify areas for improvement. (PO4)			
C05	EVALUATING		Evaluate the impact of various HR practices on			

		organizational performance. (P05)
<b>C06</b>	<b>CREATING</b>	Design HR systems and processes that align with organizational goals and strategic objectives. (P03)(P05)
<b>Unit-1</b>	<b>Introduction to HRM</b> - Functions of HRM, Evolution of HRM & challenges faced in India, Changing role of HR, Strategic HRM, Introduction to HR metrics	
<b>Unit-2</b>	<b>Human Resource Planning and Job Analysis</b> - Workforce Planning and Forecasting, Job analysis – objectives, process and methods, job description, job specification.	
<b>Unit-3</b>	<b>Recruitment and Selection and Retention</b> - Meaning and objectives, sources of recruitment, different types of recruitment strategies, (E-Recruitment, gig workers) , Networking , Selection process, methods of selection, reliability and validity of test, ethical dilemmas in recruitment and selections, employee retention strategies	
<b>Unit-4</b>	<b>Training &amp; development</b> - Training & development process, training need analysis, training methods, Training Evaluation	
<b>Unit-5</b>	<b>Performance Management &amp; Performance appraisal</b> - Performance Management : Purpose , Process, Perspective and Format ,Defining Employees' Goals and Performance Standards , Performance Appraisal Methods and Tools	
<b>Unit-6</b>	<b>Compensation</b> - Definition and objectives, basic factors affecting compensation, types of compensation, job evaluation methods, Contemporary topics in Compensation.	
<b>Suggested Books</b>	1 Dessler, G & Varkey, B. (2020). Human resource management, Pearson 2 Human Resource Management: Text and Cases by K. Aswathappa 3 Performance Management: Toward Organizational Excellence by T.V. Rao 4 Studies in Human Resource Development by H.L. Verma, B.S. Bhatia, and M.C. Garg 5 Alternative Approaches and Strategies of Human Resource Development edited by T.V. Rao, K.K. Verma, E. Abraham, and A. Khandelwal	
<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="https://openlibrary.org/books/OL28327008M/Fundamentals_of_Human_Resource_Management">https://openlibrary.org/books/OL28327008M/Fundamentals of Human Resource Management</a></li> <li>• <a href="https://openstax.org/books/principles-management/pages/11-1-an-introduction-to-human-resource-management">https://openstax.org/books/principles-management/pages/11-1-an-introduction-to-human-resource-management</a></li> <li>• <a href="https://www.amanet.org/fundamentals-of-human-resources-management/">https://www.amanet.org/fundamentals-of-human-resources-management/</a></li> </ul>	

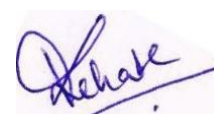





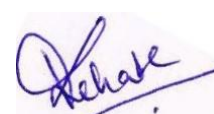
<b>SELF STUDY COMPONENT (SSC)</b>	Competency mapping
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## C4105: MARKETING MANAGEMENT

Course Specification	Particulars					
Type	Core				Credits	2
Semester	Sem-I				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher’s Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To introduce the basic concepts and principles of marketing, including the marketing mix, market segmentation, targeting, and positioning.</li><li>To familiarize students with strategic marketing planning and the role of marketing in achieving business objectives.</li><li>To explore the application of marketing concepts in real-world scenarios across various industries and global markets.</li><li>To develop analytical and critical thinking skills for solving marketing problems and creating value-driven strategies.</li><li>To build awareness of ethical, legal, and social responsibilities in marketing practices.</li></ul>					
Course Outcomes :						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES- Students will be able to:			
CO 4105.1	REMEMBERING		Recall and define key marketing concepts such as goods vs. services, 4Ps of marketing, advertising, branding, and types of marketing (digital and traditional).(PO1)			
CO 4105.2	UNDERSTANDING		Explain the significance of marketing mix, promotional strategies, branding, and digital marketing tools through real-world business examples.(PO1)(PO2)			

<b>CO 4105.3</b>	<b>APPLYING</b>	<b>Apply</b> core marketing strategies including 4Ps, promotional campaigns, and digital content planning to develop marketing solutions for local or startup brands. <b>.(PO2)(PO4)</b>
<b>CO 4105.4</b>	<b>ANALYSING</b>	<b>Analyse</b> the differences between digital and traditional marketing, as well as marketing tactics used in domestic vs. international markets. <b>(PO2)(PO4)(PO5)</b>
<b>CO 4105.5</b>	<b>EVALUATING</b>	<b>Assess</b> the role of AI tools in effective marketing decision making <b>(PO2)(PO4)</b>
<b>CO 4105.6</b>	<b>CREATING</b>	<b>Develop and design</b> an effective promotional mix strategy, including advertisements, sales promotions, and online marketing campaigns. <b>(PO1)(PO2)(PO4)</b>
<b>Unit-1</b>	<b>Understanding Goods, Services &amp; Markets-</b> Concept of goods vs. services, Product classification (consumer vs. industrial goods), Service marketing characteristics (intangibility, perishability, etc.), Understanding different markets (B2B, B2C, C2C)	
<b>Unit-2</b>	<b>Introduction to marketing mix</b> (4Ps: Product, Price, Place, Promotion), Role of sales and promotion in marketing strategy, Pricing strategies and product lifecycle, Distribution decisions and logistics in marketing	
<b>Unit-3</b>	<b>Advertising and Branding-</b> Role and types of advertisements (print, TV, digital, etc.), Introduction to branding: brand identity, equity, loyalty. Successful brand case studies (Indian and global brands), Ethics and regulations in advertising.	
<b>Unit-4</b>	<b>Digital Marketing vs Traditional Marketing-</b> Digital marketing introduction (SEO, SEM, social media, content, email), Traditional marketing tools (TV, radio, billboards, newspaper), Comparative analysis of digital Vs traditional marketing	
<b>Unit-5</b>	<b>Data-Driven Decision Making and AI Tools in Marketing-</b> Importance of data in marketing decision-making, Basics of marketing analytics (KPIs, dashboards, consumer insights), Overview of AI tools in marketing (Chatbots, predictive analytics, recommendation engines, CRM systems),	
<b>Unit-6</b>	<b>Global and International Marketing-</b> Basics of international marketing, Global marketing strategies (standardization vs. adaptation), Cultural considerations in global markets, Case studies of Indian brands going global	
<b>Suggested Books</b>	6. Principles of Marketing: A South Asian Perspective, 13e – Kotler – Pearson 7. V. S. Ramaswamy and S. Namakumari, Marketing Management: Planning implementation and Control, 3rd Edition. Macmillan India Ltd., New Delhi 8. Rajan Saxena, Marketing Management, 2nd Edition, Tata McGraw Hill. New Delhi	



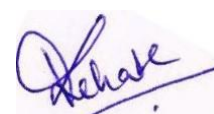


	9. D.L. Kurtz and L.E. Boone, Principles of Marketing, 12th Edition, Cengage Learning, New Delhi
<b>url links</b>	<ul style="list-style-type: none"><li>• <a href="https://www.youtube.com/watch?v=Mco8vBAwOmA">https://www.youtube.com/watch?v=Mco8vBAwOmA</a></li><li>• <a href="https://www.youtube.com/watch?v=AjZrhWVTM3U&amp;t=40s">https://www.youtube.com/watch?v=AjZrhWVTM3U&amp;t=40s</a></li><li>• <a href="https://www.youtube.com/watch?v=MvcoOOdQrvI&amp;t=34s">https://www.youtube.com/watch?v=MvcoOOdQrvI&amp;t=34s</a></li><li>• <a href="https://www.youtube.com/watch?v=j59TQu_0sow">https://www.youtube.com/watch?v=j59TQu_0sow</a></li><li>• <a href="https://www.youtube.com/watch?v=7m6Vi_HzSbU&amp;t=2s">https://www.youtube.com/watch?v=7m6Vi_HzSbU&amp;t=2s</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Read, analyze, and present a case study on an Indian brand going global (e.g., Zomato, Patanjali, Amul) in context of international marketing.

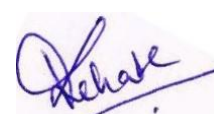


## C4106 : BUSINESS LAW

Course Specification	Particulars					
Type	Core				Credits	3
Semester	Sem-I				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Classroom Case discussion
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>Students understand various social, political, legal aspects.</li><li>Students understand the legal framework and other factors that influence businesses in India.</li><li>Students understand the legal framework for intellectual properties.</li><li>Students Capable to appreciate associated opportunities, risks and challenges and their relevance for managerial legal decisions.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Define key legal concepts, principles, and terminologies related to business law (PO1, PO2).			
CO 101.2	UNDERSTANDING		Understanding the role of business law in commercial transactions and corporate governance (PO2, PO3).			
CO 101.3	APPLYING		Apply legal principles to real-life business scenarios.(PO2 PO3)			
CO 101.4	ANALYSING		Examine case studies to identify legal issues and their implications for businesses (PO2, PO3).			
CO 101.5	EVALUATING		Assess the impact of legal regulations on business strategies and operations (PO3, PO4).			
CO 101.6	CREATING		Develop business policies and strategies that comply with legal and ethical standards (PO3, PO4).			

<b>Unit-1</b>	<p><b>Law of Contract 1872-</b> Introduction to contract act, Type of Contract, essential elements of valid contract, Contingent contracts, Performance and discharge of contracts, Remedies for breach of contract.</p> <p><b>Sale of Goods Act 1930:-</b> Introduction, Definitions, Formalities of the contract of sale, Distinction between 'sale' and 'agreement of sell.</p>
<b>Unit-2</b>	<p><b>Negotiable Instruments Act 1881:</b> Negotiable Instruments- Promissory Note, Bills of Exchange, &amp; Cheque, and their definitions and characteristics, Types of endorsements, Holder- Holder in due course, Discharge of Parties. Procedure to be followed in case of dishonor of cheques.</p>
<b>Unit-3</b>	<p><b>The Companies Act 2013</b> - Definition &amp; characteristics of a company, Types of Companies, Provisions relating to incorporation: Memorandum of Association, Doctrine of ultra-vires, Articles of Association, Doctrine of indoor management &amp; constructive notice, Company Meetings, Resolutions, Concept of Prospectus. Role &amp; duties of promoter, transfer and transmission; Management – Appointment of Directors, Powers, duties, &amp; liabilities of Directors. Winding Up of a Company</p>
<b>Unit-4</b>	<p><b>Information Technology Act 2000-</b> Object and Scope of the IT Act, digital signature- digital signature certificate, electronic Governance and its ethical implications, Electronic records certifying authorities, penalty and adjudication. Goods And Services Tax (GST)</p>
<b>Unit-5</b>	<p><b>Intellectual Property Rights- The Patents Act- 2005</b>, Definition of a Patent, Process of Obtaining a Patent, Rights of a Patent Holder. <b>The Copyright Act-1957</b>. Protection of Literary, Artistic, Musical, and Cinematographic Works, Rights of Copyright Owners (Economic &amp; Moral Rights). The <b>Trademarks Act-1999</b>, Definition and Importance of Trademarks, Registration Process.</p>
<b>Unit-6</b>	<p><b>Consumer Protection Act, 1986:</b> Definitions of Consumer, Goods, Service, Complaint, Complainant, Unfair Trade Practices, Restrictive Trade Practices, Rights of Consumers, Relief available against complaint, Consumer Protection Councils, Consumer Disputes Redressal Agencies.</p>
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. Business Law, Seth, Pearson Education Asia</li> <li>2. K.R. Bulchandani: Business Law for Management, Himalaya, 2008</li> <li>3. Sushma Arora: Business Laws, Taxmann's (UE) Second edition, 2014.</li> <li>4. Tulsian: Business Law, TMH, 2008.</li> <li>5. N.D.Kapoor: Mercantile Law, Sultan Chand &amp; Sons, 2009. .</li> <li>6. S.N.Maheshwari &amp; Maheshwari: Business Law and Regulation, Himalaya, 2008</li> <li>7. "Intellectual Property Rights: Law and Practice " - V.K.Ahuja, Asia Law House.</li> </ol>
<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.indiacode.nic.in">https://www.indiacode.nic.in</a></li> <li>• <a href="https://www.barandbench.com">https://www.barandbench.com</a></li> </ul>

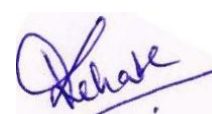





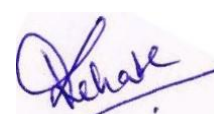
	<ul style="list-style-type: none"><li>• <a href="https://www.taxmann.com">https://www.taxmann.com</a></li><li>• <a href="https://www.wipo.int/patent-judicial-guide">https://www.wipo.int/patent-judicial-guide</a></li><li>• <a href="https://consumeraffairs.nic.in">https://consumeraffairs.nic.in</a></li></ul>
<b>SELF STUDY COMPONEN T (SSC)</b>	Case Studies of real verdicts & amendments.

## C4107 : ORGANIZATIONAL BEHAVIOUR

Course Specification	Particulars					
Type	Core				Credits	2
Semester	Sem-I				Offered in	Odd
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To provide a foundational understanding of individual and group behavior within organizational settings.</li><li>To examine key theories and concepts related to motivation, personality, perception, and learning and how they influence employee behavior.</li><li>To explore organizational culture, structure, and change management and their impact on organizational effectiveness.</li><li>To develop interpersonal and communication skills essential for effective management and leadership.</li><li>To apply behavioral concepts and analytical tools to real-world organizational problems for improved decision-making and performance.</li></ul>					
Course Outcomes: On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO1	REMEMBERING		Recall key concepts, theories, and terminology of Organisational Behaviour. (PO1)			
CO2	UNDERSTANDING		Explain the dynamics of individual and group behavior in organizational settings. (PO1)			
CO3	APPLYING		Apply OB theories and tools (e.g., motivation models,			

		personality tests) to real-world organizational problems. (PO4)
<b>C04</b>	<b>ANALYSING</b>	Analyze behavior patterns in teams and leadership scenarios to determine root causes of conflict or performance gaps. (PO2)(PO3)
<b>C05</b>	<b>EVALUATING</b>	Evaluate organizational practices using OB frameworks to assess effectiveness and suggest improvements. (PO4)(PO5)
<b>C06</b>	<b>CREATING</b>	Design strategies to face the challenges in shaping organizational behavior, organizational culture and organizational change. (PO5)
<b>Unit-1</b>	Concept, Nature, and Scope of OB, Evolution of OB: Classical to Contemporary Importance in the Digital Era, OB and Interdisciplinary Approach (Psychology, Sociology, Anthropology), OB in Indian and Global Context, Emotional Intelligence and its Role in OB.	
<b>Unit-2</b>	<b>Individual Behaviour and Personality:</b> Perception, Learning and Attitude Formation, Personality Theories (Big Five, MBTI) <b>Motivation:</b> Motivation Theories (Maslow, Herzberg, McClelland, Vroom)	
<b>Unit-3</b>	<b>Group and Team Behavior-Foundations of Group behavior</b> -Group development; Group properties: Roles, norms, status, size and cohesiveness, Group decision making, Techniques, The Five -Stage Model of Group Development <b>Teams</b> -Team Effectiveness & Team Building, Types of Team and Team Dynamics Group and Team Dynamics	
<b>Unit-4</b>	<b>Leadership:</b> Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, Theories of Leadership.- Trait and Behavioral Theories.	
<b>Unit-5</b>	<b>Conflict Management</b> – Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. <b>Organizational Change</b> -Resistance to Change and Managing Transitions	
<b>Unit-6</b>	<b>Emerging Trends in OB:</b> Organizational Behaviour in the Digital Age, Diversity, Equity & Inclusion, Work-Life Balance and Mental Health, Remote Work and Virtual Teams, AI, Analytics and OB	
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. K. Aswathappa, Organisational Behaviour (Text, Cases &amp; Games) Himalaya Publishing House</li> <li>2. Robbins., Judge &amp; Vohra. (2011). Organisational Behaviour. Pearson.</li> <li>3. S.S Khanka , Organisational Behaviour, S. Chand.</li> <li>4. P. Subba Rao ,Organisational Behaviour, Himalaya Publishing House</li> <li>5. Fred Luthans, Organisational Behaviour, 11th Edition. McGraw Hill.</li> </ol>	
<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.deloitte.com/us/en/insights/topics/talent/human-capital-trends">https://www.deloitte.com/us/en/insights/topics/talent/human-capital-trends</a></li> </ul>	

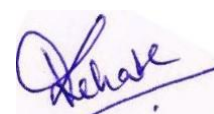





	<ul style="list-style-type: none"><li>• <a href="https://yscaler.com/insights/ways-ai-transforming-organizational-behavior/">yscaler.com/insights/ways-ai-transforming-organizational-behavior/</a></li><li>• <a href="https://nptel.ac.in/courses/110/105/110105146">https://nptel.ac.in/courses/110/105/110105146</a></li><li>• <a href="https://nptel.ac.in/courses/110/108/110108094/">https://nptel.ac.in/courses/110/108/110108094/</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	<b>Transaction Analysis</b> which will enable the students to understand the behaviour in different ego states

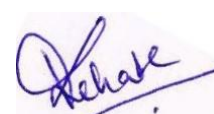
## S4101 : BUSINESS COMMUNICATION

Course Specification	Particulars					
Type	Skill				Credits	2
Semester	Sem-I				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher’s Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To make students understand various Communication Process and the modes of communication.</li><li>To introduce the students to handle day to day responsibilities like making speeches and giving presentation.</li><li>To become successful and potential managers through appropriate communication.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Recall and define key communication skill and its usage. (P01)			
CO 101.2	UNDERSTANDING		Explain the significance of verbal and written communication. (P02, P04)			
CO 101.3	APPLYING		Apply the written communication for proper correspondence and verbal communication during presentation.(P01, P05)			
CO 101.4	ANALYSING		Analyse the requirement of the organisation for correspondence and implementing the same. (P02, P04)			



<b>CO 101.5</b>	<b>EVALUATING</b>	<b>Assess</b> the competitors / clients approach towards business and the communication pattern they are using. <b>(PO2, PO4)</b>
<b>CO 101.6</b>	<b>CREATING</b>	Creating a comprehensive communication pattern for business and its implementation. <b>(PO3, PO5)</b>
<b>Unit-1</b>	<b>Effective Communication:</b> Introduction, Importance of communication skills in Business Environment, Channels & Types of Communication, Communication Process Models, Barriers to Communication, 7 Cs of Communication.	
<b>Unit-2</b>	Activity - Practical Exercises on Self Introduction, Extempore & GD.	
<b>Unit-3</b>	Effective writing skills: PCs of written communication, Layout of Business Letters, Different types of Business Letters, Email Etiquettes, Making an Agenda for a meeting, Minutes of the meeting, Notices, drafting circular.	
<b>Unit-4</b>	Activity - Practical Exercises on writing skills – situation based.	
<b>Unit-5</b>	<b>Body Language &amp; Business Presentations:</b> Introduction to Body Language, Proxemics, Postures, Gestures, Facial Expressions. Interpreting Non-verbal messages, Tips for effective use of non-verbal Communication. Paralanguage – Volume, Speed, Accent, Stress on particular word, Fillers, Silence. <b>Presentation Skills :</b> Principles of effective presentation, Planning an effective business presentation, 5 Ps of presentation, Public Speaking-Need, Importance technique, Do's and Don'ts. Practical Exercises on speeches, extempore. <b>Business Dressing:</b> Dressing for different Corporate Occasions. Do's and Don't's of Corporate Dressing. <b>Professional Image :</b> Appropriate Corporate Attire	
<b>Unit-6</b>	Activity - Corporate Walk, live presentations, Interviews of prominent persons.	
<b>Suggested Books</b>	(at least 5 books) 1. C.S Rayudu, "Communication" Himalaya Publishing House, 2012 2. Chandra P., Rai & Rai, Business Communication – Himalaya Publishing House , 2011 3. Corporate Communication Unlocked – Building communication skills – Shravan Kumar, Indu Rampal and Harleen Kaur – Atlantic Publishers & Distributors Limited 2024 4. Business Communication – N. Gupta and K. Jain – Sahitya Bhavan Publications – 2022 5. Business Communication (as per NEP) – Pooja Khanna - 2022	
<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.youtube.com/watch?v=-_djIQgBJc">https://www.youtube.com/watch?v=-_djIQgBJc</a></li> <li>• <a href="https://www.youtube.com/watch?v=wexzvCIUcUk">https://www.youtube.com/watch?v=wexzvCIUcUk</a></li> <li>• <a href="https://www.youtube.com/watch?v=guUOmFq303s">https://www.youtube.com/watch?v=guUOmFq303s</a></li> <li>• <a href="https://www.youtube.com/watch?v=zn2iRG7bI2I">https://www.youtube.com/watch?v=zn2iRG7bI2I</a></li> </ul>	

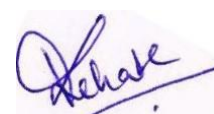




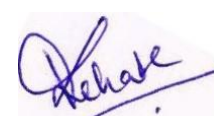
	<ul style="list-style-type: none"><li>• <a href="https://www.youtube.com/watch?v=icayfgJhZQ8">https://www.youtube.com/watch?v=icayfgJhZQ8</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Reading WINGS OF FIRE – Dr. A.P.J. ABDUL KALAM

## S4102 : DIGITAL SKILLS & COLLABORATION IN MANAGERIAL PRACTICE

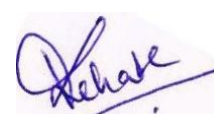
Course Specification	Particulars					
Type	Skill				Credits	2
Semester	Sem-I				Offered in	Odd Sem
Pedagogy	Interactive demo-lectures followed by guided hands-on labs, peer collaboration tasks, and micro-projects that connect each tool to real-world managerial scenarios.				Standard Specification	3 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>• Use digital tools to capture and organize study notes.</li><li>• Create clear business documents and presentations with office software.</li><li>• Analyse and visualize basic data in spreadsheets for management decisions.</li><li>• Practice safe and efficient email and web habits for daily professional use.</li></ul>					
Course Outcomes : Students will confidently utilize everyday digital tools to gather and organize information, produce clear documents and presentations, interpret basic data, and manage email and web tasks securely.						
CO#	COGNITIVE ABILITIES			COURSE OUTCOMES		
CO 101.1	REMEMBERING			Recall the main features of common digital tools like Word, Excel, email, and note apps.(PO1,PO3)		

CO 101.2	UNDERSTANDING	Explain how digital tools help managers write, plan, and share work safely.(PO4)
CO 101.3	APPLYING	Use basic tools to write documents, make charts, and create presentations.(PO3,PO4)
CO 101.4	ANALYSING	Look at small data sets and emails to find useful patterns or mistakes.(PO2)
CO 101.5	EVALUATING	Review your own habits with browsers, passwords, and emails and suggest better ways.(PO1,PO3)
CO 101.6	CREATING	Build your own digital setup using tools like notes, docs, sheets, and tasks for a real project.(PO4)
Unit-1	<b>Digital note:</b> Why digital notes: quick search, auto-backup. ONE tool- choose OneNote / Google Keep / Obsidian / Notion (basic pages). Hands-on: <i>create course notebook - pages for each subject - Sunday review reminder</i> . <b>Word, Google Docs essentials:</b> Typing in regional language, title page, headings, table of content, bullets, tables, page numbers, Spell-check, Print - PDF, sharing link with comments. <b>Lab Task 1:</b> one-page cover letter saved as PDF and filed in the notebook.	
Unit-2	<b>Data &amp; Presentation:</b> A. Spreadsheet Basics, Rows/columns/cells, autofill, SUM, AVERAGE, MAX, MIN, simple percentage; Sorting, single-column filter, column & pie chart. <b>Lab Task 2:</b> Personal-expense sheet + pie chart, both pasted into notebook. B. Power Point, Slide Deck Basics: Theme, title-bullet-picture layout, speaker notes, Insert picture/chart, transitions, rehearse timings. <b>Lab Task 3:</b> 5-slide product idea ppt exported to PDF.	
Unit-3	<b>Web, E-Mail Productivity &amp; Digital Safety:</b> Browser: tabs, history, bookmarks/folders, reading mode, phishing red flags. Password hygiene: strong pass-phrase, built-in Chrome/Edge manager, 2-step verification demo. Gmail / Yahoo/ Outlook: compose, reply, CC/BCC, attach from Drive/OneDrive, folders/labels, e-mail signature, etiquette (no ALL CAPS, clear subject). <b>Lab Task 4:</b> Create "College" mail folder/label, add signature, bookmark institute website	
Unit-4	<b>Online Collaboration Tools:</b> Google Drive/OneDrive, Trello basics, real-time document collaboration. Theory of collaboration in the digital workplace. Benefits and limitations of cloud-based collaboration tools. Types of user permissions, and the concept of version control. <b>Lab Task 5:</b> Create a shared	

	Google Drive folder. Upload one document and give a classmate comment-only access. <b>Lab Task 6:</b> Collaboratively co-edit a Google Doc with a peer by adding comments, suggestions, and highlighting edits on a shared brainstorming note titled "Startup Pitch Ideas."
<b>Unit-5</b>	<b>Digital Communication &amp; Scheduling Tools:</b> Zoom, Google Meet, MS Teams basics. Calendar tools and scheduling meetings. Theory: virtual communication vs face-to-face. Communication barriers in virtual settings. Concept of asynchronous vs synchronous tools in team coordination. <b>Lab Task 7:</b> Schedule a Google Meet with a classmate. Include an agenda in the calendar invite and enable reminders. <b>Lab Task 8:</b> Record a 2-minute mock presentation using Zoom or MS Teams (screen share enabled), and save the recording.
<b>Unit-6</b>	<b>Digital Identity &amp; Personal Branding:</b> LinkedIn profile, digital footprint, online reputation. Theoretical frameworks: digital presence, personal branding, reputation management. Role of digital platforms in career building. Risks of oversharing and managing privacy settings. Safe online presence for women and students, TakeItDown.org-For removing explicit or harmful online images. <b>Lab Task 9:</b> Update your LinkedIn profile with a proper photo, headline, and summary (even if it's a mock draft for the assignment). <b>Lab Task 10:</b> Create a basic portfolio homepage using Notion or Google Sites with links to your cover letter, presentation, and spreadsheet.
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. Microsoft Office Training Center – Word/Excel video "Beginner" playlists</li> <li>2. Google Workspace Training – "Docs/Sheets first day" modules</li> <li>3. Steven Holzner, PowerPoint 2019 for Dummies</li> <li>4. Forte, T. "Building a Second Brain" – chapters 1-3 for notebook mind-set</li> <li>5. Eric Butow &amp; Guy Hart-Davis, Mastering Microsoft Office 365</li> <li>6. Douglas E. Comer, The Internet Book: Everything You Need to Know About Computer Networking and How the Internet Works</li> </ol>
<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="https://techcommunity.microsoft.com/category/microsoft365/blog/microsoft365insiderblog">https://techcommunity.microsoft.com/category/microsoft365/blog/microsoft365insiderblog</a></li> <li>• <a href="https://www.microsoft.com/en-us/digital-literacy">https://www.microsoft.com/en-us/digital-literacy</a></li> <li>• <a href="https://workspaceupdates.googleblog.com/">https://workspaceupdates.googleblog.com/</a></li> <li>• <a href="https://www.howtogeek.com/category/privacy-security/">https://www.howtogeek.com/category/privacy-security/</a></li> </ul>



	<ul style="list-style-type: none"><li>• <a href="https://www.notion.com/blog">https://www.notion.com/blog</a></li><li>• <a href="https://chandoo.org/wp/">https://chandoo.org/wp/</a></li></ul>
<b>Research Article</b>	"Digital Skills and Lifelong Learning: A Global Perspective" – UNESCO Institute for Lifelong Learning <a href="https://unesdoc.unesco.org/ark:/48223/pf0000265403">https://unesdoc.unesco.org/ark:/48223/pf0000265403</a>
<b>SELF STUDY COMPONENT (SSC)</b>	Study and design a personal productivity system that integrates at least any three tools.



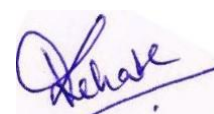
Nagar Yuvak Shikshan Sanstha's  
**Datta Meghe Institute of Management Studies**  
Atrey Layout, Nagpur--- 440 022  
*Autonomous Institute Affiliated to Rashtrasant Tukadoji Maharaj Nagpur University  
with NBA Accredited MBA Program*



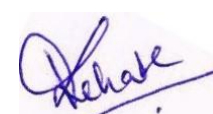
# SEM II

## C4201 : MANAGERIAL ECONOMICS

Course Specification	Particulars					
Type	Core				Credits	3
Semester	Sem-II				Offered in	Even
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To provide an understanding of fundamental economic concepts and their application to managerial decision-making.</li><li>To analyse demand, supply, and market equilibrium to make effective pricing and output decisions.</li><li>To examine various market structures (perfect competition, monopoly, oligopoly, monopolistic competition) and their strategic implications for firms.</li><li>To apply marginal analysis, elasticity, and forecasting techniques for short-term and long-term business planning.</li><li>To integrate economic theories with real-world business scenarios to enhance problem-solving and critical thinking.</li><li>To build awareness of macroeconomic variables and government policies affecting business environments and strategic decisions.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Define fundamental economic concepts, market structures, and national income accounting. (P01, P04)			
CO 101.2	UNDERSTANDING		Explain managerial economics, elasticity, production functions, cost analysis, and policies. (P02, P04)			
CO 101.3	APPLYING		Utilize AI for forecasting, income computation, production estimation, and analysis. (P01, P02)			

CO 101.4	ANALYSING	Examine AI's impact on planning, market structures, and economic policies. <b>(P02, P03)</b>
CO 101.5	EVALUATING	Assess policies, ethical concerns, and AI applications in economic sectors. <b>(P03, P04)</b>
CO 101.6	CREATING	Develop AI-driven models for forecasting, decision-making, and economic analysis. <b>(P01, P05)</b>
Unit-1	<b>Introduction:</b> Economic problem, circular flow of economic activity in brief, concept of Economies(capitalist, socialist and mixed economies),Microeconomics, Macroeconomics, Concept of Firm, Market, Invisible Hand Theory, Profit Maximization Model, Morris' Growth Maximization Model, Baumol's Static and Dynamic Models. <b>(Any one of above theory of firm will be done and rest will give as home assignments)</b>	
Unit-2	<b>Demand &amp; Supply Analysis:</b> - What is Economics, Demand, Supply, Equilibrium, and Change in Supply and Demand, Elasticity, Demand Analysis, Elasticity of demand, types and significance of Elasticity of Demand. Demand estimation – Marketing research approaches to demand estimation. Need for forecasting, forecasting techniques. Supply Analysis – Supply function, the Law of Supply, Elasticity of Supply. <b>Numerical problems on Demand function &amp; Supply Function.</b>	
Unit-3	<b>Production &amp; Cost Analysis-</b> Concept, Forms of production function, Law of variable Proportions, Returns to scale. Cost concept, term and long term cost. Average cost curves, cost output relationship & Diseconomies Of scale. Practical Problems on estimation of production function – Cobb- Douglas production function. <b>Numerical problems on cost analysis.</b>	
Unit-4	<b>Market Environment:-</b> Perfectly Competitive Market, Short Run vs. Long Run, Equilibrium Analysis, Social Surplus, Dead weight Loss, Market Environment 2- Monopoly, Profit Maximization, Price Discrimination, First Degree, Second Degree, Third Degree, Introduction to Game Theory, Nash Equilibrium, Market Environment 3- Oligopoly, Cournot Game, Bertrand Game.	
Unit-5	<b>National Income Accounting &amp; AI:</b> Enhances GDP, GNP, NNP, and NDP calculations using automation and predictive analytics. <b>Methods of Calculation:</b> AI improves accuracy in Production, Income, and Expenditure Methods. <b>Numerical Analysis:</b> AI-driven simulations assist in solving National Income problems. <b>Primary, Secondary and Tertiary Sector &amp; AI in different sector.</b>	
Unit-6	<b>Economic Planning, Business Cycles, and Policies:</b> <b>Business Cycles-</b> Concept, phases, and causes of business cycles, Impact on employment, investment, inflation, and production, Strategies to manage and stabilize economic fluctuations. <b>Inflation and Deflation-</b> Definitions, types (demand-pull, cost-push), and measurement, Causes and economic consequences of inflation and deflation, Remedial measures and the role of AI in inflation tracking. <b>Ethical Issues in Fiscal Policies</b>	
Suggested Books	<ol style="list-style-type: none"> <li>1. "Managerial Economics: An Ideal Text Book for MBA Students as per CBCS Syllabus" by Dr. M. Kasi Reddy and Dr. S. Saraswathi.</li> <li>2. P. L. Mehta , Managerial Economics, Sultan Chand &amp; Sons, New Delhi</li> <li>3. D. N. Dwidevi, Managerial Economics, Vikas Publishing House Pvt. Ltd.</li> <li>4. Robert S. Pindyk and D.L. Rubinfeld, Microeconomics, Edition: 6, Paperback (Special Indian Edition), Pearson Education India</li> </ol>	

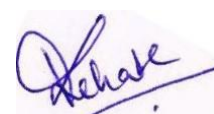




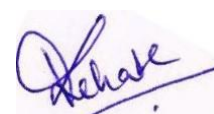
	5. Hal R. Varian, Intermediate Microeconomics: A Modern Approach, Edition 7, Paperback (Special Indian Edition), Affiliated East West.
<b>url links</b>	<ul style="list-style-type: none"><li>• <a href="https://indiraiimp.edu.in/assets/pdf/Course-Curriculum-for-the-MBA-Batch-of-2020-2022-26-11-2020-AFTER-AC-MEETING.pdf">https://indiraiimp.edu.in/assets/pdf/Course-Curriculum-for-the-MBA-Batch-of-2020-2022-26-11-2020-AFTER-AC-MEETING.pdf</a></li><li>• <a href="https://www.sultanchandandsons.com/Book/63/Managerial-Economics">https://www.sultanchandandsons.com/Book/63/Managerial-Economics</a></li><li>• <a href="https://www.vikaspublishing.com/books/business-economics/economics/managerial-economics/9789352710560/">https://www.vikaspublishing.com/books/business-economics/economics/managerial-economics/9789352710560/</a></li><li>• <a href="https://www.pearsoned.co.in/web/books/9788131700201_Microeconomics_Robert-S-Pindyck.aspx">https://www.pearsoned.co.in/web/books/9788131700201_Microeconomics_Robert-S-Pindyck.aspx</a></li><li>• <a href="https://www.amazon.in/Microeconomics-6th-Edition-Robert-Pindyck/dp/8131700208">https://www.amazon.in/Microeconomics-6th-Edition-Robert-Pindyck/dp/8131700208</a></li><li>• <a href="https://www.amazon.in/Intermediate-Microeconomics-Modern-Approach-7th/dp/0393927024">https://www.amazon.in/Intermediate-Microeconomics-Modern-Approach-7th/dp/0393927024</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	National Income Accounting & AI

## C4202 : COSTING STRATEGIES FOR MANAGERS

Course Specification	Particulars					
Type	Core				Credits	03
Semester	SEM-II				Offered in	Even
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material, & Numerical Problems based on Case Studies.
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To introduce the fundamental principles and techniques of cost accounting.</li><li>To explain how cost information supports managerial planning, control, and decision-making.</li><li>To develop strategic thinking through the application of costing methods in various business scenarios.</li><li>To interpret cost behaviours and their implications on pricing, budgeting, and profitability.</li><li>To prepare students for real-world managerial challenges by integrating cost analysis with strategic goals.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Define key concepts and terminologies related to cost and management accounting. (P01) (P03)			
CO 101.2	UNDERSTANDING		Explain various costing methods and their relevance to business decisions. (P01,P02)			
CO 101.3	APPLYING		Apply costing techniques such as marginal costing, standard costing, and activity-based costing to solve managerial problems. (P01,P02)			
CO 101.4	ANALYSING		Analyse cost data to assist in budgeting, cost control, and decision-making processes. (P02,P05)			

<b>CO 101.5</b>	<b>EVALUATING</b>	<b>Evaluate</b> alternative cost strategies for pricing, profitability, and resource optimization. <b>(P02, P03)</b>
<b>CO 101.6</b>	<b>CREATING</b>	<b>Design</b> cost-based solutions for improving operational efficiency and strategic performance. <b>(P01, P05)</b>
<b>Unit-1</b>	<b>1st Innings: Opening the Match – Introduction to Cost &amp; Management Accounting</b> Meaning, scope, objectives, & Relevance of costing in business decision-making, Cost concepts and classification, Cost ascertainment and cost allocation, Cost control and cost reduction techniques, Preparation of cost sheet	
<b>Unit-2</b>	<b>2nd Innings: The All-Rounder Show – Methods of Costing</b> Process costing, Job costing, Batch costing, Operating/service industry costing, Costing frameworks used by start-ups, Role of cloud-based accounting software in modern costing systems	
<b>Unit-3</b>	<b>3rd Innings: The Strategic Partnership – Marginal Costing, Absorption &amp; CVP Analysis</b> Absorption costing, Marginal costing, Break-even analysis, Cost-Volume-Profit (CVP) relationships, Applications in decision-making, Real-life scenarios including pricing, product mix, shutdown point	
<b>Unit-4</b>	<b>4th Innings: The Tech-Driven Finisher – Budgeting &amp; Budgetary Control with AI Integration</b> Concept of budgets and budgetary control, Fixed budgets, Flexible budgets, Functional budgets (Sales, Production, Overhead), Master budget, Cash budget, Practical AI tools in budgeting, Google Sheets with add-ons like Coefficient.ai, Forecasting using Excel's AI-powered data analysis	
<b>Unit-5</b>	<b>5th Innings: T20 Style Innovation – Reconciliation of Cost and Financial Accounts</b> Meaning and need for reconciliation, causes of difference between cost and financial profits, items included only in cost accounts, items included only in financial accounts, differences due to accounting treatment and valuation methods, format of reconciliation statement, preparation of reconciliation statement using given data.	
<b>Unit-6</b>	<b>6th Innings: The Captain's Knock – Costing for Decision Making</b> Relevant costing, Differential cost analysis, Make or buy decisions, Pricing strategies based on cost, Customer profitability analysis, Product profitability analysis, Lean costing techniques for early-stage businesses, Caselets on strategic decision-making using cost data	
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. Arora, M. N. (2022). <i>Cost and management accounting</i> (12th ed.). Vikas Publishing House.</li> <li>2. Jain, S. P., &amp; Narang, K. L. (2021). <i>Cost and management accounting</i> (19th ed.). Kalyani Publishers.</li> <li>3. Pillai, B. (2020). <i>Cost accounting</i>. S. Chand Publishing.</li> <li>4. Tulsian, P. C. (2023). <i>Fundamentals of cost and management accounting</i>. S. Chand Publishing.</li> <li>5. Khan, M. Y., &amp; Jain, P. K. (2021). <i>Management accounting</i> (7th ed.). Tata McGraw-Hill Education.</li> </ol>	

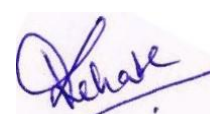





<b>URL Links</b>	<ul style="list-style-type: none"><li>• <a href="https://icmai.in/upload/Students/Syllabus2022/Workbook/P8.pdf">https://icmai.in/upload/Students/Syllabus2022/Workbook/P8.pdf</a></li><li>• <a href="https://archive.nptel.ac.in/courses/110/101/110101132/">https://archive.nptel.ac.in/courses/110/101/110101132/</a></li><li>• <a href="https://upsc.gov.in/sites/default/files/Cost and Mgt Accy Paper 1.pdf">https://upsc.gov.in/sites/default/files/Cost and Mgt Accy Paper 1.pdf</a></li><li>• <a href="https://www.ifac.org/about-ifac/membership/members/institute-cost-accountants-india">https://www.ifac.org/about-ifac/membership/members/institute-cost-accountants-india</a></li><li>• <a href="https://www.icai.org/post/sm-intermediate-paper4">https://www.icai.org/post/sm-intermediate-paper4</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	<b>Powerplay Special – AI-Powered Cost Analysis</b> Smart cost sheets, variance reports, and break-even models using Excel Copilot & Google Sheets

## C4202: FINANCIAL MANAGEMENT

Course Specification	Particulars					
Type	Core				Credits	3
Semester	Sem-II				Offered in	Even
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Numerical, case studies
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>Understand the fundamentals of financial management, including its objectives, functions, modern approaches, and interrelation with other disciplines.</li><li>Apply time value of money concepts and valuation techniques to assess long-term securities such as bonds, preference shares, and equity.</li><li>Analyse capital budgeting decisions using traditional and modern evaluation tools, while identifying relevant cash flows and risk factors.</li><li>Evaluate dividend policy theories and their implications on firm valuation and shareholder wealth.</li><li>Implement AI-powered tools for credit assessment, fraud detection, lease decision-making and financial forecasting in modern finance.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Define key concepts of financial management, including its objectives, functions, and approaches. (PO1, PO2)			



<b>CO 101.2</b>	<b>UNDERSTANDING</b>	Explain the principles of time value of money, securities valuation, and the role of a finance manager. <b>(P02, P04)</b>
<b>CO 101.3</b>	<b>APPLYING</b>	Apply capital budgeting techniques and tools to evaluate investment decisions and relevant cash flows. <b>(P02, P04)</b>
<b>CO 101.4</b>	<b>ANALYSING</b>	Analyse dividend policy models and their impact on firm valuation and shareholder wealth. <b>(P02, P04)</b>
<b>CO 101.5</b>	<b>EVALUATING</b>	Assess economic policies, ethics, and AI applications. <b>(P03, P04)</b>
<b>CO 101.6</b>	<b>CREATING</b>	Evaluate AI-powered financial techniques in credit assessment, forecasting, asset valuation, and risk. <b>(P03, P04)</b>
<b>Unit-1</b>	<b>Introduction:</b> 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.	
<b>Unit-2</b>	<b>Time Value of Money:</b> -Future value of a single amount and an annuity; Present value of a single amount, an annuity and a perpetuity (using MS Excel)	
<b>Unit-3</b>	<b>Valuation of Long-Term Securities:-</b> Types of LT securities and their features; Valuation of Bonds, Preference Shares and Common Stock using Gordon Growth Model and Growth Phase model	
<b>Unit-4</b>	<b>Capital Budgeting Principles and Techniques:-</b> Meaning Definition and Nature of Capital Budgeting; Time value of money; identifying Relevant Cash Flows; Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI & IRR, Capital Budgeting Practices in India.	
<b>Unit-5</b>	<b>Dividend Policy:</b> Walter's Model; Gordon's Model and MM Hypothesis for Dividend Policy and Firm Valuation, Determinants and constraints of dividend decision.	
<b>Unit-6</b>	<b>AI-powered credit Assessment:-</b> AI-powered Credit Assessment, Fraud Detection in Leasing and Hire-Purchase, Predictive Analytics for Lease Contract Risk, AI-based Lease vs. Buy Decision-Making.	
<b>Suggested Books</b>	<ol style="list-style-type: none"><li>1. Financial Management, A Contemporary Approach, Rajesh Kothari (SAGE)</li><li>2. SPPU - MBA Revised Curriculum 2024 NEP</li><li>3. Working Capital Management, Theory and Practice, Dr. P. Periasamy (Himalaya Publishing House)</li><li>4. Fundamentals of Financial Management, A. P. Rao (Everest Publishing House)</li><li>5. Dr. R. P. Rustagi. Financial Management. Taxmann</li><li>6. S. M. Inamdar. Financial Management. Everest Publishing house</li></ol>	

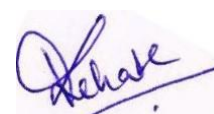


	<ol style="list-style-type: none"><li>7. Ravi Kishore. Financial Management. Taxmann's, New Delhi</li><li>8. Prasanna Chandra, Financial Management, Tata McGraw Hill</li><li>9. 8. M. Y. Khan, Financial Management, Tata McGraw Hill.</li></ol>
<b>url links</b>	<ul style="list-style-type: none"><li>• <a href="https://www.khanacademy.org/economics-finance-domain/core-finance">https://www.khanacademy.org/economics-finance-domain/core-finance</a></li><li>• <a href="https://www.managementstudyguide.com/financial-management.htm">https://www.managementstudyguide.com/financial-management.htm</a></li><li>• <a href="https://www.coursera.org/learn/financial-management">https://www.coursera.org/learn/financial-management</a></li><li>• <a href="https://emerj.com/ai-sector-overviews/ai-in-finance/">https://emerj.com/ai-sector-overviews/ai-in-finance/</a></li><li>• <a href="https://www.investopedia.com/">https://www.investopedia.com/</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	<b>Corporate Restructuring:</b> AI-powered credit assessment



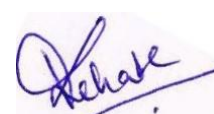
## C4204: PRODUCTION & OPERATION MANAGEMENT

Course Specification	Particulars					
Type	Core				Credits	2
Semester	Sem-II				Offered in	Even Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher’s Assessment	Total Marks	Mode of Study	Through Classroom Case discussion
	24	60	16	100		
Course Objective	<div><div></div><div><div>1. Equip students with essential terminologies, theories, and concepts of operations and SCM.</div><div>2. Enable students to analyze operation and supply chain processes using quantitative and qualitative methods</div><div>3. Foster the ability to apply industry-standard tools and methodologies</div><div>4. Prepare students to evaluate and compare different operations and supply chain strategies.</div><div>5. Provide practical insights through case studies and project work that mirror current industry practices.</div></div></div>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Students will be able to recall key definitions, terminologies, and foundational principles related to operations & SCM.(P01 P04)			
CO 101.2	UNDERSTANDING		Students will be able to explain core concepts, theories, and the interrelationships between operations & SCM.(P01 P02)			
CO 101.3	APPLYING		Students will demonstrate the ability to apply quantitative and qualitative methods to real-world operations.(P02 P05)			
CO 101.4	ANALYSING		Students will analyse business case studies.(P02 P04)			
CO 101.5	EVALUATING		Students will critically assess and compare different operations strategies.(P02 P03)			

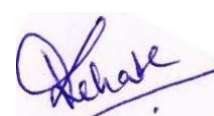





<b>CO 101.6</b>	<b>CREATING</b>	Students will design and propose innovative operational strategies and integrated to real-world operations.(P03 P05)
<b>Unit-1</b>	<b>Production Management:</b> Concept of Production , Production System, Classification of Production System, Production Management, Objectives of Production Management , Operating System, meaning of plant location, Plant Location Factors, Types of Manufacturing & Service Layouts	
<b>Unit-2</b>	<b>Operation Management:</b> Concept of Operations Management, Distinction between Manufacturing Operations and Service Operations, Operations Management, A Framework for Managing Operations, Objectives of Operations Management, Managing Global Operations, Scope of Production and Operations Management	
<b>Unit-3</b>	<b>Purchase &amp; Inventory Management:</b> Purchase management, Stores management, Vendor Rating & Selection, (Practical Problems of Vendor Selection), Inventory Management, Inventory Costs, Inventory management tools(Practical Problems of Inventory Technique)	
<b>Unit-4</b>	<b>Maintenance &amp; Material Management:</b> Maintenance Management: Meaning and Importance, Types of Maintenance, Maintenance Costs (Practical Problems), TPM, OEE (Overall Equipment Efficiency), Industrial Safety.	
<b>Unit-5</b>	<b>Quality Management:</b> Quality Control, Types of Quality Control, Steps in Quality Control, Objectives of Quality Control, Benefits of Quality Control, New Seven Tools for Quality Control, Causes of Variation in Quality, Lean Management	
<b>Unit-6</b>	<b>Supply Chain Management (SCM):</b> Concept of Supply chain Management, Historical Perspective, Definition & Importance of SCM, Components of SCM, Supply Chain vs. Logistics, Key Processes in SCM, Decision Phases in a Supply Chain, Examples of Supply Chains	
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. Industrial Engineering and Production Management, Martand Telsang, 2nd Rev Edn 2006 edition, S Chand Publications, ISBN-13: 978-8121917735</li> <li>2. Operations Management, K. Shridhara Bhat, First Edition, Himalaya Publishing House.</li> <li>3. Operations Management, B. Mahadevan, Third Edition, Pearson</li> <li>4. <b>Designing and Managing the Supply Chain</b> – David Simchi-Levi (McGraw-Hill Education)</li> <li>5. <b>Production and Operation Management</b>, S. Anil Kumar, N. Suresh, New Age International Publication</li> </ol>	

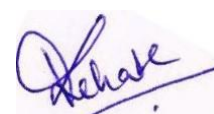



	<b>6. Supply Chain Network Design: Applying Optimization and Analytics to the Global Supply Chain – Michael Watson (FT Press)</b>
<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.managementstudyguide.com/operations-management.htm">https://www.managementstudyguide.com/operations-management.htm</a></li> <li>• <a href="https://hbr.org/topic/operations-management">https://hbr.org/topic/operations-management</a></li> <li>• <a href="https://www.investopedia.com/terms/o/operations-management.asp">https://www.investopedia.com/terms/o/operations-management.asp</a></li> <li>• <a href="https://www.lucasware.com/">https://www.lucasware.com/</a></li> <li>• <a href="https://www.supplychain247.com/">https://www.supplychain247.com/</a></li> <li>• <a href="https://www.supplychaindigital.com/">https://www.supplychaindigital.com/</a></li> </ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Case Studies of real business scenario with respect to Operational Management.

## C4205: DIGITAL MARKETING

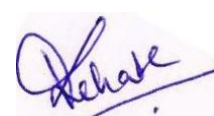
Course Specification	Particulars					
Type	Core				Credits	2
Semester	Sem-II				Offered in	Even Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material/ Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To introduce the core concepts and fundamentals of digital marketing, including its evolution, tools, and techniques in the modern business environment.</li><li>To develop an understanding of various digital marketing channels such as search engine optimization (SEO), search engine marketing (SEM), social media marketing, email marketing, content marketing, mobile</li></ul>					

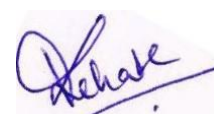
	<p><i>marketing, and influencer marketing.</i></p> <ul style="list-style-type: none"> <li><i>To equip students with skills to design, execute, and measure integrated digital marketing campaigns using data analytics and performance metrics.</i></li> <li><i>To familiarize students with digital marketing platforms and tools, including Google Ads, Google Analytics, Meta Ads Manager, and automation software.</i></li> <li><i>To evaluate the legal, ethical, and privacy issues related to digital marketing practices.</i></li> </ul>
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**Course Outcomes :**

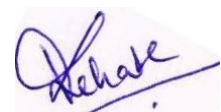
<b>CO#</b>	<b>COGNITIVE ABILITIES</b>	<b>COURSE OUTCOMES- Students will be able to:</b>
<b>CO 4205.1</b>	<b>REMEMBERING</b>	Define the terms -SEO, Mobile marketing, SMM, Content Marketing. (PO1)
<b>CO 4205.2</b>	<b>UNDERSTANDING</b>	Explain the working of SEO, mobile marketing campaigns and ethical issues in SMM. (PO1)(PO2)
<b>CO 4205.3</b>	<b>APPLYING</b>	Apply the techniques of Digital Marketing to different business situations.(PO2)(PO4)
<b>CO 4205.4</b>	<b>ANALYSING</b>	Analyse the various tools of social media marketing.(PO2)(PO4)
<b>CO 4205.5</b>	<b>EVALUATING</b>	Measure the impact of online advertising on customer.(PO2)(PO4)
<b>CO 4205.6</b>	<b>CREATING</b>	Design a digital marketing campaign for a real organization. (Goods, services, e-products/ e-services.)(PO2)(PO4)(PO5)

<b>Unit-1</b>	Introduction to Digital Marketing- Fundamentals of Digital marketing & Its Significance, Traditional marketing Vs Digital Marketing, Evolution of Digital Marketing, Digital Marketing Landscape, Key Drivers, Digital Consumer & Communities.
<b>Unit-2</b>	Search Engine Optimization (SEO): How Search engine works, SEO Phases, History Of SEO, What is Googlebot (Google Crawler), Types Of SEO technique, Keywords, Keyword Planner tools
<b>Unit-3</b>	Mobile Marketing: Mobile and App based marketing, mobile consumers, mobile marketing campaigns, video marketing, email marketing
<b>Unit-4</b>	Social Media Marketing: Introduction, importance, types of SMM- Facebook, Twitter, Instagram, what's app, LinkedIn, YouTube, Strategy and campaign. Ethical issues in SMM.
<b>Unit-5</b>	Content Marketing: Meaning of content, writing messages and creating content, content marketing channels and plans, User generated content.
<b>Unit-6</b>	Marketing Automation- Concept, benefits and tools. Influencer marketing- Concept, its working and limitations. Podcast Marketing- Concept and reasons for its growth.
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. Digital Marketing –Kamat and Kamat-Himalaya</li> <li>2. Marketing Strategies for Engaging the Digital Generation, D. Ryan,</li> <li>3. Digital Marketing, V. Ahuja, Oxford University Press</li> <li>4. Digital Marketing, S.Gupta, McGraw-Hill</li> <li>5. Quick win Digital Marketing, H. Annmarie , A. Joanna, Paperback edition</li> </ol>

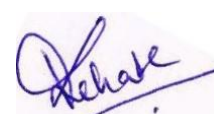



<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="https://youtu.be/EhAco0fr3l0?si=HQ2UEcDQowe5iuV7">https://youtu.be/EhAco0fr3l0?si=HQ2UEcDQowe5iuV7</a></li> <li>• <a href="https://youtu.be/bLUklgY8MTE?si=f-qSkR73Q6RmENsO">https://youtu.be/bLUklgY8MTE?si=f-qSkR73Q6RmENsO</a></li> <li>• <a href="https://youtu.be/Geu6Vxi4pf4?si=Mzoy_NSVligaIq2H">https://youtu.be/Geu6Vxi4pf4?si=Mzoy_NSVligaIq2H</a></li> <li>• <a href="https://youtu.be/G_bVngx529Y?si=DVYyyKNI6jisfVo5">https://youtu.be/G_bVngx529Y?si=DVYyyKNI6jisfVo5</a></li> <li>• <a href="https://youtu.be/WC9LTbAEJUc?si=rmGb3H3hckjggR3Q">https://youtu.be/WC9LTbAEJUc?si=rmGb3H3hckjggR3Q</a></li> <li>• <a href="https://youtu.be/ADg6-Yqe1AQ?si=cjqL_g8-FaLkdnBi">https://youtu.be/ADg6-Yqe1AQ?si=cjqL_g8-FaLkdnBi</a></li> </ul>
<b>SELF STUDY COMPONENT (SSC)</b>	<p>Analyze mobile marketing campaign by any e-commerce platform and present your learning outcomes.</p>

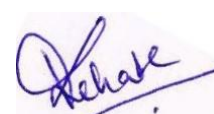
## C4206 : BUSINESS RESEARCH

Course Specification	Particulars					
Type	Core				Credits	2
Semester	II				Offered in	Even
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher’s Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>● To develop research orientation among students.</li><li>● To enable application of appropriate research methods.</li><li>● To promote analytical and critical thinking skills.</li><li>● To enhance decision-making abilities through evidence-based research:</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Recall fundamental concepts, types, and significance of business research. (PO1)(P04)			
CO 101.2	UNDERSTANDING		Explain the fundamental concepts and process of business research. (PO1)(PO2)			
CO 101.3	APPLYING		Apply suitable research designs and data collection techniques to address business problems.(PO1)(PO2)(P04)			
CO 101.4	ANALYSING		Analyse data using statistical tools and interpret the results.(PO2)(P04)			
CO 101.5	EVALUATING		Evaluate the quality, reliability, and ethical implications of research findings.(P04)(PO5)			
CO 101.6	CREATING		Design and present a comprehensive research report addressing a business problem.(PO2)(P04)			



<b>Unit-1</b>	Introduction to Business Research- Meaning, Objectives & Types of research, Research process, Research Application in Business Decisions, Features of a Good Research Study
<b>Unit-2</b>	Formulation of Research Problem & Research Design –Defining Research Problem, Theoretical Foundation & Model Building, Hypothesis formulation, Research Design, Types of Research Design, Research Design Process
<b>Unit-3</b>	Data Collection: Primary and secondary data, Data collection methods, Qualitative & Quantitative Data, Questionnaire Designing, Types of Questions, Physical Characteristics of Questionnaire.
<b>Unit-4</b>	Sampling & Scaling Techniques: Sampling Concepts, Sampling Design, Types of Sampling Techniques, Determination of Sample Size, Scales & Types of Measurement Scales, Data Coding
<b>Unit-5</b>	Hypothesis Testing: Concept of Hypothesis Testing, Steps in Hypothesis Testing, Type I & Type II Error, Parametric & Non Parametric Test. Data Analysis: Concept of Univariate, Bivariate & Multi variate Analysis .
<b>Unit-6</b>	Report writing & Presentation of Results: Need for effective Documentation, Types of research reports, Report Preparation & Presentation, Report Structure, Report writing : Report formulation, Guidelines for effective documentation, Presenting Tabular Data & Visual Representation. Ethical Issue- Plagiarism
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. Dr Chawla, D &amp;Dr Sondhi, N. Research Methodology: Concepts and Cases. Vikas Publications</li> <li>2. Beri, G C. Marketing Research (third edition). McGraw Hill</li> <li>3. Dwivedi Research Methods in Behavioural Science. Macmillan</li> <li>4. Bennet, R. (1993). Management Research. ILO</li> <li>5. Salkind, Neil J. (1997). Exploring Research. Prentice – Hall</li> <li>6. Naval Bajpai. Business Research Methods. Pearson Publication</li> <li>7. Zikmund. Business Research Methods. Thomson Learning Books</li> </ol>
<b>url links</b>	<a href="https://www.indeed.com/career-advice/career-development/what-is-business-research">https://www.indeed.com/career-advice/career-development/what-is-business-research</a> . <a href="https://researcher.life/blog/article/what-is-a-research-problem-types-and-examples/">https://researcher.life/blog/article/what-is-a-research-problem-types-and-examples/</a> <a href="https://researcher.life/blog/article/what-is-a-research-problem-types-and-examples/">https://researcher.life/blog/article/what-is-a-research-problem-types-and-examples/</a> <a href="https://www.slideshare.net/slideshow/sampling-techniques-scaling-techniques-and-questionnaire-frame/105712415">https://www.slideshare.net/slideshow/sampling-techniques-scaling-techniques-and-questionnaire-frame/105712415</a> <a href="https://www.formpl.us/blog/research-report">https://www.formpl.us/blog/research-report</a>

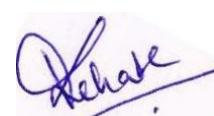




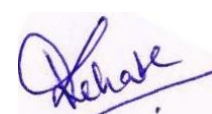
<b>SELF STUDY COMPONENT (SSC)</b>	<ul style="list-style-type: none"><li>• Role of Artificial Intelligence (AI) in Business Research.</li><li>• Field Survey and report submission.</li></ul>
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## C4207 : FUNDAMENTAL OF BUSINESS ANALYTICS

Course Specification	Particulars					
Type	Core				Credits	3
Semester	Sem-II				Offered in	Even
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	1 Students will learn the foundational principles of business analytics. 2 Students will gain hands-on experience using basic tools. 3 Students will understand clean, analyze, and visualize data, and will learn to draw meaningful insights from datasets					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Recall key definitions and terms related to business analytics, such as descriptive, predictive, and prescriptive analytics.(P01) (P02)			
CO 101.2	UNDERSTANDING		Understand business analytics using fundamental tools (P01)(P04)			
CO 101.3	APPLYING		Students will demonstrate the ability to clean datasets, perform analysis, and create charts or dashboards that communicate insights.(P01)(P04) (P05)			
CO 101.4	ANALYSING		Students will analyse data sources for completeness, accuracy, and relevance to ensure meaningful results.(P02)(P04)			
CO 101.5	EVALUATING		Students will analyse the clarity, accuracy, and usefulness of visual outputs in communicating insights.(P02)(P04) (P05)			
CO 101.6	CREATING		Students will create interactive visualizations and reports that support real-time decision-making.(P02)(P05)			

<b>Unit-1</b>	Introduction: Concept of Business Analytics, types of Business Analytics, Decision Making Process with Business Analytics. Data Driven Decision Making, Application of Business Analytics in across various industry
<b>Unit-2</b>	Introduction to Business Analytical Tools: MS Excel, R, Python, Tableau and Power Bi
<b>Unit-3</b>	Data Analytics with Spreadsheet: What is visualization, MS-Excel Data Visualization, Creating types of Charts -like Bar charts, pie charts, box plot, pivot tables
<b>Unit-4</b>	Descriptive and Predictive Analytics: Population and samples, Measure of location using Excel, Regression-Simple Linear Regression, Multiple Regression Model, and Forecasting Basics using Excel
<b>Unit-5</b>	Fundamental of R Language: What is R and why use it for Business Analytics, Installing R and RStudio, RStudio interface overview (Console, Script, Environment, Plots, Files, Help), Variables and assignment (<-, =), Data types: numeric, character, logical, factor, difference between Vectors, Matrices, Lists, Data frames. Functions.
<b>Unit-6</b>	Visualization using R: Reading Different types of files for visualization, different types of function for graph plot like plot(),hist(),boxplot(): barplot(), and ggplot.
<b>Suggested Books</b>	1 "Microsoft Excel Data Analysis and Business Modeling" by Wayne Winston 2 Analysing Data with Power BI and Excel" by Alberto Ferrari & Marco Russo, Microsoft Press 3 Data Analysis and Decision Making" by S. Christian Albright & Wayne L. Winston, Cengage Learning 4 "R Graphics Cookbook" by Winston ,2nd (2023), O'Reilly 5 Elegant Graphics for Data Analysis" by Hadley Wickham
<b>url links</b>	<ul style="list-style-type: none"> <li>1 <a href="https://www.geeksforgeeks.org/data-analysis-in-excel/">https://www.geeksforgeeks.org/data-analysis-in-excel/</a></li> <li>2 <a href="https://www.quora.com/What-Excel-topics-should-I-know-for-data-analytics-as-a-fresher">https://www.quora.com/What-Excel-topics-should-I-know-for-data-analytics-as-a-fresher</a></li> <li>3 <a href="https://www.coursera.org/professional-certificates/ibm-data-analyst-r-excel">https://www.coursera.org/professional-certificates/ibm-data-analyst-r-excel</a></li> <li>4 <a href="https://artscience.ai/when-should-you-shift-from-excel-to-r-for-data-analysis/">https://artscience.ai/when-should-you-shift-from-excel-to-r-for-data-analysis/</a></li> <li>5 <a href="https://www.nobledesktop.com/classes-near-me/blog/excel-tools-for-data-analysts">https://www.nobledesktop.com/classes-near-me/blog/excel-tools-for-data-analysts</a></li> </ul>
<b>SELF STUDY COMPONENT (SSC)</b>	1 Data Collection & Cleaning using Excel Import datasets, handle missing data, clean data Cleaned dataset in Excel 2 Data Visualization using Excel Create charts in Excel; scatter plots & histograms

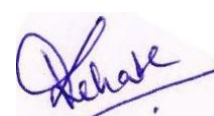





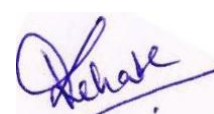
	2 Descriptive Statistics using Excel Use AVERAGE, COUNTIF, Mean, Median , Mode and pivot tables Excel summary sheet 3 Data Visualization using Excel & R , Create charts, scatter plots & histograms in R Comparison of visualizations with excel
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## 4208: ENTREPRENEURIAL THINKING AND VENTURE CREATION

Course Specification	Particulars					
Type	Core				Credits	02
Semester	SEM-II				Offered in	EVEN
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material, & Numerical Problems based on Case Studies.
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To foster an entrepreneurial mindset by understanding traits, theories, and models of entrepreneurship.</li><li>To develop awareness of inclusive entrepreneurship opportunities, especially among women, rural, and social sectors.</li><li>To nurture creativity and innovation through structured approaches like design thinking and effectual reasoning.</li><li>To equip students with practical skills in business planning, funding, and compliance strategies.</li><li>To introduce students to the entrepreneurial ecosystem and institutional frameworks that support start-ups.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Define key concepts, theories, and terminology related to entrepreneurship and entrepreneurial mindset. (P01) (P03)			
CO 101.2	UNDERSTANDING		Explain various types of entrepreneurship including women, rural, and social ventures with real-world relevance. (P04) (P05)			

<b>CO 101.3</b>	<b>APPLYING</b>	<b>Apply</b> techniques like design thinking, effectuation, and lean canvas to generate and validate business ideas. <b>(P01) (P02)</b>
<b>CO 101.4</b>	<b>ANALYSING</b>	<b>Analyse</b> business models, funding options, and ecosystem support systems for building sustainable ventures. <b>(P02)(P03)</b>
<b>CO 101.5</b>	<b>EVALUATING</b>	<b>Evaluate</b> entrepreneurial opportunities and strategies in different sectors and stages of the venture lifecycle. <b>(P02) (P05)</b>
<b>CO 101.6</b>	<b>CREATING</b>	<b>Design</b> an actionable business plan integrating innovation, funding, compliance, and scaling strategies. <b>(P02)(P05)</b>
<b>Unit-1</b>	The Spark – Entrepreneurial Mindset & Foundations entrepreneurial mindset, types and traits of entrepreneurs, entrepreneur vs manager, intrapreneurship, McClelland's theory, Kakinada experiment, post-independence growth of entrepreneurship in India, startup ecosystem overview, entrepreneurial process, role models	
<b>Unit-2</b>	The Soil – Inclusive Entrepreneurship women entrepreneurship – evolution and challenges, rural entrepreneurship – relevance and support, social entrepreneurship – purpose-driven ventures, sectoral opportunities – agriculture, tourism, education, government schemes for inclusion – Udyam Sakhi, Stand-Up India	
<b>Unit-3</b>	The Seed – Ideas, Design & Validation creativity and lateral thinking, design thinking, effectual thinking, opportunity recognition, methods of idea generation, market validation, lean canvas, business model generation, forms of ownership	
<b>Unit-4</b>	The Root – Building & Funding the Venture Business plan essentials, product development, financial planning – budgeting, breakeven, profitability, funding sources – angel, VC, SIDBI, NABARD, startup schemes – PMEGP, MUDRA, Startup India, AI in compliance	
<b>Unit-5</b>	The Support – Ecosystems & Institutions Entrepreneurial support systems – EDI, DIC, NIESBUD, NSIC, NABARD, incubators and accelerators, MSME policies, tax incentives, public procurement – GeM, business recovery – sickness and revival	
<b>Unit-6</b>	The Legacy – Family Business & Scaling family business dynamics, succession planning, role of next-gen and non-family managers, CSR and governance, scaling strategies, exit options – IPO, acquisition, case studies – Marico, Godrej, Zoho	
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. Khanka, S. S. (2023). <i>Entrepreneurial development</i> (Revised ed.). <b>Chaukhamba Auriyantaliya</b></li> <li>2. Desai, V. (2025). <i>The dynamics of entrepreneurial development and management</i> (6th ed.). <b>Himalaya Publishing House</b></li> </ol>	

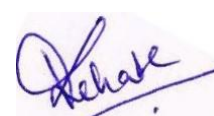





	<ol style="list-style-type: none"><li>Gordan, E., &amp; Natarajan, K. (2023). <i>Entrepreneurship development</i> (Latest ed.). <b>Himalaya Publishing House</b>.</li><li>aneja, S., &amp; Gupta, S. L. (2010). <i>Entrepreneurship development: New venture creation</i> (Latest available ed.). <b>Galgotia Publishing Company</b>.</li><li>Saravanavel, P. (2022). <i>Entrepreneurship development</i> (Latest ed.). <b>Margham Publications</b>.</li></ol>
<b>URL Links</b>	<ul style="list-style-type: none"><li><a href="https://sxca.edu.in/wp-content/uploads/2024/05/MDC-BCom-General.pdf">https://sxca.edu.in/wp-content/uploads/2024/05/MDC-BCom-General.pdf</a></li><li><a href="https://gpwashim.edu.in/admin.gpwashim.edu.in/uploadimg/22032 - Entrepreneurship Development 0132020101746.pdf">https://gpwashim.edu.in/admin.gpwashim.edu.in/uploadimg/22032 - Entrepreneurship Development 0132020101746.pdf</a></li><li><a href="https://www.andhrauniversity.edu.in/syllabus/ug/SC-1-1-Entrepreneurship-Development.pdf">https://www.andhrauniversity.edu.in/syllabus/ug/SC-1-1-Entrepreneurship-Development.pdf</a></li><li><a href="https://iie.edu.in/wp-content/uploads/2025/04/ENTREPRENEURSHIP-DEVELOPMENT.pdf">https://iie.edu.in/wp-content/uploads/2025/04/ENTREPRENEURSHIP-DEVELOPMENT.pdf</a></li><li><a href="https://agri-bsc.kkwagh.edu.in/uploads/department_course/Entrepreneurship_Development">https://agri-bsc.kkwagh.edu.in/uploads/department_course/Entrepreneurship_Development</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Using Artificial Intelligence to Reduce Compliance Burden and Enhance Efficiency in Entrepreneurship Vakilsearch AI, Zoho People

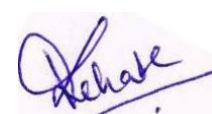
## A4202 : ETHICS & CORPORATE GOVERNANCE

Course Specification	Particulars					
Type	Audit Course				Credits	2
Semester	Sem-II				Offered in	Even
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher’s Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>• To develop a foundational understanding.</li><li>• To familiarize students with major ethical theories and philosophies.</li><li>• To analyze the role of corporate governance and CSR.</li><li>• To explore ethical challenges in a global business context.</li></ul>					
Course Outcomes: On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Recall the fundamental concepts and principles of business ethics.(PO1)			
CO 101.2	UNDERSTANDING		Explain the importance of ethical behaviour in business and its impact on stakeholders.(PO1)(PO2)			
CO 101.3	APPLYING		Apply ethical theories and frameworks to real-world business situations.(PO2)(PO4)			
CO 101.4	ANALYSING		Analyse ethical dilemmas and conflicts of interest in business practices.(PO2)(PO4)(PO5)			
CO 101.5	EVALUATING		Evaluate the role of corporate governance and corporate social responsibility in promoting ethical business practices.(PO2)(PO4)(PO5)			
CO 101.6	CREATING		Develop strategies to foster an ethical culture within an organization.(PO2)(PO4)(PO5)			



<b>Unit-1</b>	<b>Introduction to Business Ethics:</b> 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.
<b>Unit-2</b>	<b>Ethical Decision Making in Business:</b> 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).
<b>Unit-3</b>	<b>Corporate Governance and Corporate Social Responsibility (CSR):</b> 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.
<b>Unit-4</b>	<b>Ethical Issues in Global Business:</b> Cross-cultural ethical issues and challenges, ethical implications of globalization, international business ethics standards (e.g., UN Global Compact), ethical practices in international trade and investment, role of multinational corporations in promoting ethical practices, case studies of global business ethics issues.
<b>Unit-5</b>	<b>Promoting Ethical Culture in Organizations:</b> 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.
<b>Unit-6</b>	<b>Case studies</b> of organizations with strong ethical cultures, benefits of maintaining high ethical standards.
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1 "Business Ethics: Concepts and Cases" by Manuel G. Velasquez.</li> <li>2. "Business Ethics: A Textbook with Cases" by William H. Shaw.</li> <li>3. "The Essentials of Business Ethics" by Denis Collins.</li> <li>4. "Corporate Governance and Business Ethics" by Alexander Brink.</li> </ol>
<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.coursera.org/learn/business-ethics">https://www.coursera.org/learn/business-ethics</a></li> <li>• <a href="https://www.edx.org/course/corporate-social-responsibility-csr-a-strategic-approach">https://www.edx.org/course/corporate-social-responsibility-csr-a-strategic-approach</a></li> <li>• <a href="https://ocw.mit.edu/courses/sloan-school-of-management/15-270-ethical-practice-professionalism-socialresponsibility-in-business-spring-2010/index.htm">https://ocw.mit.edu/courses/sloan-school-of-management/15-270-ethical-practice-professionalism-socialresponsibility-in-business-spring-2010/index.htm</a></li> </ul>

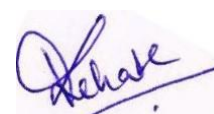





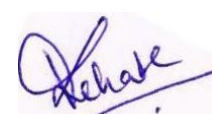
<b>SELF STUDY COMPONENT (SSC)</b>	<ol style="list-style-type: none"><li>1. Research a key ethical philosopher and their contributions</li><li>2. Compare CSR strategies of two Indian companies from different sectors</li><li>3. Interview an HR professional or CSR officer on how ethics are implemented and monitored in their organization</li></ol>
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## S4201 : MS-EXCEL ADVANCED

Course Specification	Particulars					
Type	Skill				Credits	2
Semester	Sem-II				Offered in	Even Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>Organize and clean raw business data in Excel.</li><li>Build clear charts and mini-dashboards.</li><li>Use advanced formulas (LOOKUP, IF, SUMIFS, dynamic arrays) to solve decision-making problems.</li><li>Create PivotTables, run Power Query steps, and record basic macros to automate routine work.</li><li>Compile workbook that delivers an end-to-end, data-driven management report.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Remembering key Excel commands, functions, and chart types (PO1)			
CO 101.2	UNDERSTANDING		Excel tool (formulas, charts, PivotTables, macros) helps solve a business question. (PO1)( PO2)			
CO 101.3	APPLYING		Applying formulae and various dashboard for a real-world dataset. (PO1) (PO2)			

<b>CO 101.4</b>	<b>ANALYSING</b>	Analyze a dataset with filters, pivot tables, and what-if tools to spot trends and patterns. (P02)
<b>CO 101.5</b>	<b>EVALUATING</b>	Evaluating most optimize and pertinent solution for a given business problem. (P02) (P03)
<b>CO 101.6</b>	<b>CREATING</b>	Design a informed business solution for decision making using excel analytical tools. (P01)( P02) (P05)
<b>Unit-1</b>	<b>Excel in business analytics:</b> Role, scope, and industry expectations Spreadsheet basics: creating, editing, saving, and printing workbooks Data entry best practices and data types Introduction to functions and formulas Graphical data representation: basic charts (column, line, pie) Formatting for business reports (tables, cell styles, conditional formatting) <b>Lab Task:</b> Clean a small business dataset, add basic formulas, create three charts, format the sheet, and export the report as PDF.	
<b>Unit-2</b>	<b>Data Analysis and Visualization:</b> Data analysis tools: sorting, filtering, and using the Data Menu Advanced charting techniques Conditional formatting for insights Introduction to dashboards. <b>Lab Task:</b> Sort and filter the data, apply conditional formatting, then build a single-sheet interactive dashboard with slicers and combo charts.	
<b>Unit-3</b>	<b>Advanced Formulas and Functions:</b> Function Wizard and formula auditing tools Statistical and logical functions Lookup and reference functions Error handling in formulas. <b>Lab Task:</b> Construct a financial model that uses IF, LOOKUP, and SUMIFS functions for scenario analysis, and audit the workbook for errors.	
<b>Unit-4</b>	<b>Data Management and Pivot Tables:</b> Data cleaning and preparation techniques Linking worksheets and referencing external data Creating and customizing Pivot Tables Introduction to Power Query. <b>Lab Task:</b> Use Power Query to clean a raw CSV file, create Pivot Tables and Pivot Charts to reveal trends, and list five key insights.	
<b>Unit-5</b>	<b>Macros and Automation:</b> Recording and editing Automating repetitive tasks Basic VBA programming concepts. <b>Lab Task:</b> Record and refine a macro that automates a repetitive task, assign it to a button, test it, and note the time saved.	
<b>Unit-6</b>	<b>Integration and Application:</b> Linking Excel with other business applications Importing and exporting data Using Power Pivot for data modelling Real-world business analytics case studies. <b>Lab Task:</b> Load the cleaned data into Power Pivot and perform data analysis	
<b>Suggested Books</b>	1. Microsoft Excel 2021 Bible – Michael Alexander, Richard Kusleika & John Walkenbach (Wiley). 2. Microsoft Excel Data Analysis & Business Modeling – Wayne L. Winston (Microsoft Press). 3. M Is for (Data) Monkey – Ken Puls & Miguel Escobar (Holy Macro! Books). 4. Storytelling with Data – Cole Nussbaumer Knafllic (Wiley).	



	5. Data Smart: Using Data Science to Transform Information into Insight – John W. Foreman (Wiley).
<b>URL links</b>	1. <a href="https://support.microsoft.com/en-gb/excel">https://support.microsoft.com/en-gb/excel</a> 2. <a href="https://www.excel-easy.com/">https://www.excel-easy.com/</a> 3. <a href="https://edu.gcfglobal.org/en/excel/">https://edu.gcfglobal.org/en/excel/</a> 4. <a href="https://www.youtube.com/watch?v=rwbho0CgEAE">https://www.youtube.com/watch?v=rwbho0CgEAE</a> 5. <a href="https://www.goskills.com/Excel/Resources/How-to-master-Excel">https://www.goskills.com/Excel/Resources/How-to-master-Excel</a>
<b>SELF STUDY COMPONENT (SSC)</b>	Various types of Chart, formulas and functions



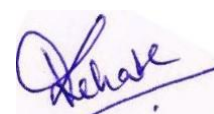
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**Datta Meghe Institute of Management Studies**  
Atrey Layout, Nagpur--- 440 022  
*Autonomous Institute Affiliated to Rashtrasant Tukadoji Maharaj Nagpur University  
with NBA Accredited MBA Program*



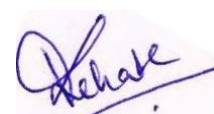
# SEMESTER-III

### C4301: STRATEGIC MANAGEMENT

Course Specification	Particulars					
Type	Skill				Credits	2
Semester	Sem-III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & hands on session				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/Practical components
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To provide students with a comprehensive understanding of strategic management concepts, principles, and processes.</li><li>To develop the ability to conduct internal and external analysis of business environments using strategic tools and frameworks.</li><li>To enable students to formulate competitive, corporate, and functional strategies for organizations.</li><li>To foster critical thinking and decision-making skills in evaluating strategic alternatives.</li><li>To impart knowledge on strategy implementation, control mechanisms, and change management.</li><li>To expose students to real-world strategic challenges through case studies and industry examples</li></ul>					
	Course Outcomes : On successful completion of the course the learner will be able to:					
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 4301.1	REMEMBERING		Recall key concepts, models, and terminology related to strategic management such as vision, mission, SWOT, PESTEL, Porter's Five Forces, and corporate strategy. (PO1)			
CO 4301.2	UNDERSTANDING		Explain the processes of environmental scanning,			

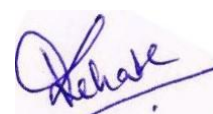



		strategic formulation, and implementation within different business contexts. (P01) (P02)
<b>CO 4301.3</b>	<b>APPLYING</b>	Apply strategic management tools and frameworks to analyze real-world business problems and suggest appropriate strategies. (P02) (P04)
<b>CO 4301.4</b>	<b>ANALYSING</b>	Deconstruct complex strategic problems using internal and external analysis tools like SWOT, BCG Matrix, and Value Chain to derive insights. (P02) (P04)
<b>CO 4301.5</b>	<b>EVALUATING</b>	Critically evaluate strategic alternatives and recommend optimal courses of action based on organizational capabilities and market dynamics. (P01) (P02)
<b>CO 4301.6</b>	<b>CREATING</b>	Formulate innovative and sustainable strategic plans for organizations, integrating ethical, global, and competitive considerations. (P02)(P04)
<b>Unit-1</b>	Introduction to Strategic management – Evolution of Strategic Management, Concept of strategy, Levels at which Strategy operates, Strategic Decision Making – Issues, Strategic Management Process.	
<b>Unit-2</b>	Strategic Intent - Vision – Definition, Benefits, Process, Mission – Definition, Characteristics, Formulation of Mission Statement. Objectives/Goals/Tactics, Environment scanning, Business & Business Models.	
<b>Unit-3</b>	Organizational Appraisal - SWOT Analysis, Organizational Capabilities, Core Competency, Value Chain Analysis, Porter's Five forces Model.	
<b>Unit-4</b>	Corporate Level Strategies- Expansion strategies, Stability strategies, Retrenchment strategies, Combination strategies.	
<b>Unit-5</b>	Portfolio Analysis - Portfolio analysis, advantages & disadvantages, BCG Matrix ,General Electric's Business Screen, Life cycle , Arthur D Little matrix, Balance scorecard. 7s Framework, Strategic Business Unit (SBUs) , Merits & Demerits of SBU.	
<b>Unit-6</b>	Business Level Strategies, Functional Level Strategies, TQM.	
<b>Suggested Books</b>	<ul style="list-style-type: none"> <li>• AzharKazmi , Strategic Management &amp; Business Policy, (TMH)</li> <li>• V S Ramaswami, S Namakumari, Strategic Planning &amp; Formulation of Corporate Strategy, Publication- Macmillan, India.</li> <li>• John A Pearce II, Richard B Robinson, Strategic Management, 9 th Edition – Jr Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.</li> </ul>	

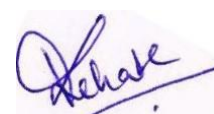


	<ul style="list-style-type: none"> <li>Arthur A. Thompson Jr, A.J. Strickland III, Crafting &amp; executive strategy -14 th edition, Publication-Tata McGraw- Hill Publishing Company Limited, New Delhi.</li> </ul>
url links	<a href="https://www.techtarget.com/searchcio/definition/strategic-management">https://www.techtarget.com/searchcio/definition/strategic-management</a> <a href="https://noteswa.in/strategic-intent-vision-mission-values-business-model-goal-objective/">https://noteswa.in/strategic-intent-vision-mission-values-business-model-goal-objective/</a> <a href="https://www.investopedia.com/terms/p/porter.asp">https://www.investopedia.com/terms/p/porter.asp</a> <a href="https://in.indeed.com/career-advice/career-development/corporate-level-strategies">https://in.indeed.com/career-advice/career-development/corporate-level-strategies</a> <a href="https://herovired.com/learning-hub/blogs/portfolio-analysis-in-strategic-management/">https://herovired.com/learning-hub/blogs/portfolio-analysis-in-strategic-management/</a>
SELF STUDY COMPONENT (SSC)	Designing strategy for critical issues pertaining to specific sector

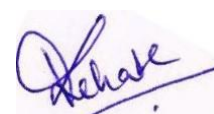



### S4301: POWER BI

Course Specification	Particulars					
Type	Skill				Credits	2
Semester	Sem-III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & hands on session				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher’s Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/Practical components
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>• Learn how to connect and clean data in Power BI.</li><li>• Understand how to create calculations and build data models</li><li>• Create and share interactive reports and dashboards.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 4301.1	REMEMBERING		They will identify Power BI components, describe its interface, and recall basic steps for loading and visualizing data. (PO1)			
CO 4301.2	UNDERSTANDING		Learners will be able to explain how to use Power Query Editor for preparing data, including formatting, changing data types, and performing column operations.(PO1) (PO2)			
CO 4301.3	APPLYING		Learners will use DAX functions to filter data and perform basic analytical calculations in Power BI. (PO2) (PO4)			
CO 4301.4	ANALYSING		Analyze data visualization needs to select appropriate chart types and apply formatting techniques to enhance clarity. (PO2) (PO4)			
CO 4301.5	EVALUATING		Learners will be able to compare dashboards and reports, and evaluate the effectiveness of dashboard design and sharing methods in Power BI Service. (PO1) (PO2)			
CO 4301.6	CREATING		They will create interactive dashboards incorporating forecasting, trend analysis, and what-if scenarios to support data-driven decision-making using DAX. (PO2)(PO4)			

<b>Unit-1</b>	What is Data Analytics? Types and importance, Overview of Power BI ,(Desktop, Service, Mobile), Power BI Interface and Workflow, Connecting to Data Sources, Basic data loading and visualization
<b>Unit-2</b>	Power Query Editor overview, Data types, formatting, and column operations, Handling nulls, duplicates, and outliers, Merging and appending data.
<b>Unit-3</b>	Understanding relationships and model views, Star schema, schema creating calculated columns and measures, Introduction to DAX syntax and functions, filtering data
<b>Unit-4</b>	Choosing the right chart types, Formatting visuals (colours, labels, titles),Using slicers, filters, and tooltips, creating custom visuals and themes, Best practices in dashboard layout
<b>Unit-5</b>	Dashboard vs Report, Creating and formatting dashboards, Sharing reports and dashboards in Power BI Service, Workspaces, permissions, and commenting, Data refresh and scheduled updates
<b>Unit-6</b>	Advanced DAX: variables, CALCULATE, FILTER, Forecasting and trend analysis, What-if parameters and scenario analysis
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. Brett Powell – Packt Publishing – Microsoft Power BI Cookbook</li> <li>2. Alberto Ferrari &amp; Marco Russo – Microsoft Press – Introducing Microsoft Power BI</li> <li>3. Alberto Ferrari &amp; Marco Russo – Microsoft Press – The Definitive Guide to DAX</li> <li>4. Chris Webb – Microsoft Press – Power Query for Power BI and Excel</li> <li>5. Anil Maheshwari – Createspace Independent Publishing Platform – Data Analytics</li> </ol>
<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="#">Microsoft Learn – Power BI Learning Path</a></li> <li>• <a href="#">Power BI YouTube Channel (Official)</a></li> <li>• <a href="#">SQLBI – Power BI and DAX Resources</a></li> <li>• <a href="#">Coursera – Data Visualization with Power BI (University of Colorado)</a></li> <li>• <a href="https://www.guyinacube.com/">https://www.guyinacube.com/</a></li> </ul>
<b>SELF STUDY COMPONENT (SSC)</b>	<ul style="list-style-type: none"> <li>• Import and create a basic report</li> <li>• Clean a messy dataset in Power Query</li> <li>• Build a model and write simple DAX</li> <li>• Create a small dashboard and publish it</li> <li>• Add a what-if parameter or forecasting element</li> </ul>



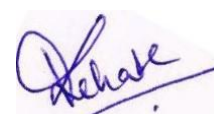
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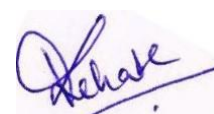
## **ELECTIVE -A- FINANCE**

## F4301: CORPORATE TAX PLANNING & DIGITAL COMPLIANCE

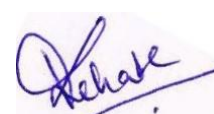
Course Specification	Particulars					
Type	Open Elective				Credits	03
Semester	SEM-III				Offered in	ODD
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material, & Numerical Problems based on Case Studies.
	24	60	16	100		
Course Objective	<div>1. To introduce the foundational concepts, legal framework, and procedural aspects of corporate taxation in India, including income classification, deductions, and tax liability computation.</div> <div>2. To develop a comprehensive understanding of corporate tax planning strategies, distinguishing them from tax avoidance and evasion, and applying them to real-world business decisions.</div> <div>3. To equip students with analytical skills for computing corporate taxes under special provisions such as MAT, AMT, and GST, and interpreting their implications on financial outcomes.</div> <div>4. To explain the relevance and application of digital compliance systems including e-filing, e-assessment, TDS returns, and GSTN, and to foster proficiency in navigating statutory portals.</div> <div>5. To prepare students for modern tax governance and risk management practices by integrating tax knowledge with digital processes, statutory reporting tools, and regulatory compliance calendars.</div>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Define key concepts, provisions, and terminologies related			

		to corporate taxation, GST, MAT, and digital compliance. <b>(P01 P03)</b>
<b>CO 101.2</b>	<b>UNDERSTANDING</b>	<b>Explain</b> the applicability, structure, and role of corporate tax planning and compliance systems in business contexts <b>(P01 P05)</b>
<b>CO 101.3</b>	<b>APPLYING</b>	<b>Apply</b> tax provisions and planning techniques to compute corporate tax liabilities, MAT, AMT, and GST across scenarios. <b>(P01 P02)</b>
<b>CO 101.4</b>	<b>ANALYSING</b>	<b>Analyse</b> corporate transactions and financial data to assess tax implications, planning opportunities, and compliance requirements. <b>(P02 ,P03)</b>
<b>CO 101.5</b>	<b>EVALUATING</b>	<b>Evaluate</b> the effectiveness and legal soundness of corporate tax strategies and digital compliance measures under various regulatory frameworks. <b>( P02 ,P03)</b>
<b>CO 101.6</b>	<b>CREATING</b>	<b>Design</b> tax planning models and digital compliance trackers (e.g., calendars, reporting templates) for real-world business operations.. <b>(P02, P03)</b>
<b>Unit-1</b>	<b>Fundamentals of Corporate Tax</b> Company [Section 2(17)], Classes of Companies, Association of Persons (AOP), Body of Individuals (BOI), Local Authority. Artificial Persons, Concept of revenue and capital receipts, Tax Slabs for Domestic Company (Updated), Taxability of Domestic Corporations and Foreign Corporations, Calculation of Net Income for Corporates.	
<b>Unit-2</b>	<b>Corporate Tax Planning</b> Basics of Corporation Tax Planning, Corporate Tax Rebates, Calculation of Dividend Distribution Tax, Components of Income of a company - Profits and Gains from the Business & Profession, Capital Gains, Earnings from House Property, Earnings from other sources like interests, lotteries, etc	
<b>Unit-3</b>	<b>Minimum Alternate Tax and Alternate Minimum Tax</b> Objective of levying MAT, Basic provisions of MAT, Numerical Problems on MAT, Applicability and non-applicability of MAT, MAT credit, Numerical Problems on MAT Credit, Provisions relating to AMT, Rate of AMT, Numerical Problems on AMT	
<b>Unit-4</b>	<b>Goods &amp; Service Tax</b> Basis of charge, Taxable event, Flow of the tax credits, Registration Time of Supply, Place of Supply, reverse charge mechanism(RCM),Input Tax Credit, Calculation of GST	
<b>Unit-5</b>	<b>Digital Tax Compliance and E-Filing Norms</b> Overview of Income Tax e-filing for corporates, Use of Digital Signature Certificates (DSC), E-verification methods, Online TDS/TCS returns filing, Form 26AS and Annual Information Statement (AIS), Compliance with e-Notices and e-Assessments under Faceless Scheme.	

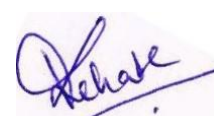
<b>Unit-6</b>	<b>Corporate Tax Digitization and Regulatory Tech (RegTech)</b> Role of technology in tax governance, Introduction to GSTN portal and e-invoicing, Real-time data reconciliation, Artificial Intelligence and Analytics in tax compliance, Emerging trends: Blockchain for audit trails, and RegTech tools for automated corporate tax reporting.
<b>Suggested Books</b>	a. <b>Singhanian, V. K., &amp; Singhanian, M. (2023).</b> <i>Corporate Tax Planning and Business Tax Procedures with Case Studies</i> (22nd ed.). Taxmann Publications. b. <b>Singhanian, V. K. (2024).</b> <i>Direct Taxes: Law &amp; Practice</i> (69th ed.). Taxmann Publications. c. <b>Mehrotra, H. C., &amp; Goyal, S. P. (2023).</b> <i>Income Tax Law and Accounts (Advanced Level)</i> (65th ed.). Sahitya Bhawan Publications. d. <a href="https://gst.gov.in/">https://gst.gov.in/</a> & <b>Gupta, R. (2023).</b> <i>Direct Taxes Ready Reckoner</i> (46th ed.). Wolters Kluwer India Pvt. Ltd. e. <b>Puliani, R., &amp; Jain, J. K. (2023).</b> <i>GST Made Simple – A Complete Guide to Goods and Services Tax</i> (8th ed.). Bharat Law House Pvt. Ltd.
<b>URL Links</b>	1. <a href="https://incometaxindia.gov.in/pages/tax-information-services.aspx">https://incometaxindia.gov.in/pages/tax-information-services.aspx</a> 2. <a href="https://www.icai.org/post.html?post_id=18784">https://www.icai.org/post.html?post_id=18784</a> 3. <a href="https://www.cbic.gov.in/">https://www.cbic.gov.in/</a> 4. <a href="https://nptel.ac.in/courses/110/105/110105140/">https://nptel.ac.in/courses/110/105/110105140/</a> 5. <a href="https://gst.gov.in/">https://gst.gov.in/</a>
<b>SELF STUDY COMPONENT (SSC)</b>	GST Compliance Walkthrough via dummy login or screenshots.



## F3302: BLOCKCHAIN AND FINTECH: METHODS AND APPLICATIONS

Course Specification	Particulars					
Type	Elective				Credits	03
Semester	SEM-III				Offered in	ODD
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material, & Numerical Problems based on Case Studies.
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>Introduce students to the fundamentals of blockchain, cryptocurrencies, smart contracts, and emerging fintech innovations.</li><li>Develop students' abilities to apply basic statistical and quantitative tools for analyzing fintech data and blockchain transactions.</li><li>Enable students to interpret, evaluate, and compare traditional and digital financial products using risk and return concepts.</li><li>Build practical skills to analyze on-chain data, conduct basic fraud detection, and model digital payment systems using accessible tools like Excel and online blockchain explorers.</li><li>Foster critical thinking and problem-solving abilities through case studies, practical exercises, and a collaborative capstone project.</li></ul>					
Course Outcomes: On successful completion of the course the learner will be able to:						

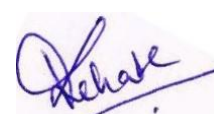







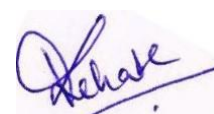
CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 101.1	REMEMBERING	Recall key terms: blockchain, fintech, smart contracts, crypto. <b>(P01 P04)</b>
CO 101.2	UNDERSTANDING	Explain how blockchain works, describe fintech trends, interpret crypto transactions, understand risk concepts. <b>(P01, P02)</b>
CO 101.3	APPLYING	Use Excel/Sheets to calculate descriptive stats, build portfolio models, read blockchain data. <b>(P02 P05)</b>
CO 101.4	ANALYSING	Examine on-chain data, compare crypto vs traditional risk, analyse fraud trends. <b>(P02 P04)</b>
CO 101.5	EVALUATING	Evaluate real-world blockchain use cases, compare transaction systems, critique smart contract benefits & risks. <b>(P03 P04)</b>
CO 101.6	CREATING	Design and present a basic blockchain dashboard, smart contract demo, or fintech solution. <b>(P03 P05)</b>
Unit-1	<b>INTRODUCTION TO BLOCKCHAIN &amp; FINTECH:</b> - What is Fintech? Overview and trends, Blockchain basics: distributed ledgers, blocks, transactions, Use cases: crypto payments, smart contracts, digital lending, Real-world examples: Bitcoin, Ethereum, UPI, Neo-banks.	
Unit-2	<b>BASICS OF QUANTITATIVE TECHNIQUES:</b> - Descriptive statistics: mean, median, variance, standard deviation, Correlation & regression (basic), Time series basics for financial data, Data interpretation & visualization.	
Unit-3	<b>BLOCKCHAIN DATA &amp; ANALYTICS:</b> - Understanding blockchain transactions, Reading block explorers (e.g., Ether scan), Basic on-chain metrics: transaction volume, wallet balances, Network visualization (conceptual).	
Unit-4	<b>QUANTITATIVE DECISION TOOLS IN FINTECH:</b> - Portfolio basics: risk, return, diversification, Crypto vs traditional assets: risk & volatility, Value at Risk (intro level), Credit scoring basics (concept only).	
Unit-5	<b>DIGITAL PAYMENTS &amp; RISK ANALYSIS:</b> - Digital payments systems: UPI, wallets, blockchain-based payments, Transaction cost analysis, Cyber risks and fraud basics, Fraud detection: simple red flags and trends.	
Unit-6	<b>SMART CONTRACTS: CONCEPT &amp; DEMO:</b> - What are smart contracts? Key features & limitations, Real examples: supply chain, insurance, Legal & regulatory basics.	
Suggested Books	<ul style="list-style-type: none"><li>➤ Blockchain <i>Basics</i> by Daniel Drescher</li><li>➤ FinTech: <i>The New DNA of Financial Services</i> by Pranay Gupta</li><li>➤ Coin Market Cap Tutorials &amp; Etherscan Guides (online)</li></ul>	

	➤ Articles/Reports from Deloitte, PwC, BIS on Fintech trend
<b>URL Links</b>	<a href="https://www.investopedia.com/terms/f/fintech.asp">https://www.investopedia.com/terms/f/fintech.asp</a> <a href="https://www.ibm.com/topics/what-is-blockchain">https://www.ibm.com/topics/what-is-blockchain</a> <a href="https://www.blockchain.com/learning-portal">https://www.blockchain.com/learning-portal</a> <a href="https://bitcoin.org/en/how-it-works">https://bitcoin.org/en/how-it-works</a> <a href="https://ethereum.org/en/what-is-ethereum/">https://ethereum.org/en/what-is-ethereum/</a> <a href="https://coinmarketcap.com/">https://coinmarketcap.com/</a> <a href="https://www.coingecko.com/en">https://www.coingecko.com/en</a> <a href="https://www.rbi.org.in/Scripts/BS_ViewBulletin.aspx?Id=19195">https://www.rbi.org.in/Scripts/BS_ViewBulletin.aspx?Id=19195</a> <a href="https://consensys.net/knowledge-base/smart-contracts/">https://consensys.net/knowledge-base/smart-contracts/</a>
<b>SELF STUDY COMPONENT (SSC)</b>	<p><b>Mini- Project (Group of 2 or 3 Students for TA Marks of 16) suggested Activities. some more can be added</b></p> <ol style="list-style-type: none"> <li>1. Analyse a blockchain use case OR</li> <li>2. Build a basic dashboard for crypto prices OR</li> <li>3. Present a quantitative fintech solution Followed by Faculty Feedback and students' feedback.</li> </ol>

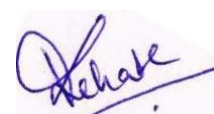



### F4303: STRATEGIC DERIVATIVES & FINANCIAL ANALYTICS

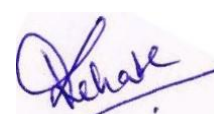
Course Specification	Particulars					
Type	Elective				Credits	03
Semester	SEM-III				Offered in	ODD
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material, & Numerical Problems based on Case Studies.
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To introduce the fundamental concepts, instruments, and mechanics of financial derivatives including forwards, futures, options, and swaps.</li><li>To explain how derivative instruments are used for hedging, speculation, and risk management in real-world financial markets.</li><li>To develop analytical and strategic thinking by applying derivative strategies across diverse business and investment scenarios.</li><li>To interpret pricing models and payoff structures of derivatives and evaluate their impact on portfolio performance and financial decision-making.</li><li>To prepare students for practical challenges in financial markets by integrating derivatives knowledge with data analytics and technology tools.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Define key concepts, types, and terminologies related to financial derivatives such as futures, options, swaps, and hedging. (P01)(P04)			
CO 101.2	UNDERSTANDING		Explain the functioning, valuation, and purpose of			

		derivative instruments in various financial market contexts.(P02)(P04)
<b>CO 101.3</b>	<b>APPLYING</b>	<b>Apply</b> derivative strategies like straddles, spreads, and hedges to solve portfolio risk and trading problems.(P01)(P02)
<b>CO 101.4</b>	<b>ANALYSING</b>	<b>Analyse</b> market data and derivative payoffs to assess risk exposure, breakeven points, and profitability under different scenarios.(P01)(P02)
<b>CO 101.5</b>	<b>EVALUATING</b>	<b>Evaluate</b> the effectiveness of derivative strategies using quantitative metrics such as ROI, Greeks, and Value at Risk (VaR).(P01)(P02)
<b>CO 101.6</b>	<b>CREATING</b>	<b>Design</b> and simulate custom derivative strategies or dashboards integrating analytics tools like Excel Copilot or Power BI to support decision-making.(P02)(P04)
<b>Unit-1</b>	<b>The Scrolls of Derivatives</b> Meaning, types, and evolution of derivatives, Forwards, Futures, Options, and Swaps overview, Participants: Hedgers, Speculators, Arbitrageurs, Exchanges: NSE, BSE, CME, etc. Margin mechanism and clearing house, Real-market snapshot analysis using NSE/BSE data	
<b>Unit-2</b>	<b>The Futures Code</b> Mechanics and valuation of futures, Hedging strategies using futures, Cost of carry model, Forwards vs Futures, Commodity, currency, and index futures, Pricing forward/future contracts using Excel	
<b>Unit-3</b>	<b>The Secret of Option Spells</b> Option types and terminology, Option payoffs, moneyness, Greeks, Binomial and Black-Scholes model basics, Option trading strategies (Straddle, Strangle, Butterfly), Building payoff diagrams in Excel / Google Sheets	
<b>Unit-4</b>	<b>Swapping Shadows &amp; Swapping Destiny</b> Interest Rate Swaps and Currency Swaps, Credit Default Swaps & Total Return Swaps, Real-world applications by corporates & banks, Analysis of Bloomberg screenshots and Reuters data (simulated), Digital Option Contract & Barrier Option Contract	
<b>Unit-5</b>	<b>The Crystal Ball of Financial Analytics</b> Intro to Financial Analytics and Data Sources, Descriptive Analytics in Finance (returns, volatility, correlation), Basic Predictive Models for Returns and Risk (CAPM, VaR), Introduction to Power BI / Tableau for Financial Dashboards, Building an analytics dashboard for a derivative portfolio using Excel & Yahoo Finance	
<b>Unit-6</b>	<b>The Final Gambit – Risk, Returns &amp; Redemption</b> Using derivatives for portfolio risk hedging, Risk metrics (VaR, CVaR, Stress	

	Testing), Backtesting trading strategies, Algorithmic & Quant Trading Basics, Creating and simulating a hedging/trading strategy
<b>Suggested Books</b>	<ul style="list-style-type: none"> <li>• <b>Hull, J. C. (2022).</b> <i>Options, Futures, and Other Derivatives (11th ed.)</i>. Pearson Education.</li> <li>• <b>Chance, D. M., &amp; Brooks, R. (2022).</b> <i>An Introduction to Derivatives and Risk Management (11th ed.)</i>. Cengage Learning.</li> <li>• <b>Gupta, S. L. (2020).</b> <i>Financial Derivatives: Theory, Concepts and Problems (5th ed.)</i>. PHI Learning Pvt. Ltd.</li> <li>• <b>Sundaram, R. K., &amp; Das, S. R. (2015).</b> <i>Derivatives: Principles and Practice (2nd ed.)</i>. McGraw-Hill Education.</li> <li>• <b>Redhead, K. (2019).</b> <i>Financial Derivatives: An Introduction to Futures, Forwards, Options, and Swaps (3rd ed.)</i>. Pearson Education.</li> </ul>
<b>URL Links</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.nism.ac.in/wp-content/uploads/2020/11/NISM-Series-VIII-Equity-Derivatives-English.pdf">https://www.nism.ac.in/wp-content/uploads/2020/11/NISM-Series-VIII-Equity-Derivatives-English.pdf</a></li> <li>• <a href="https://archive.nptel.ac.in/courses/110/104/110104073/">https://archive.nptel.ac.in/courses/110/104/110104073/</a></li> <li>• <a href="https://www.icai.org/post/sm-intermediate-paper-6b-financial-management-and-economics-for-finance">https://www.icai.org/post/sm-intermediate-paper-6b-financial-management-and-economics-for-finance</a></li> <li>• <a href="https://www.cfainstitute.org/programs/cfa/curriculum">https://www.cfainstitute.org/programs/cfa/curriculum</a></li> <li>• <a href="https://nism.ac.in/certifications/equity-derivatives-certification-examination/">https://nism.ac.in/certifications/equity-derivatives-certification-examination/</a></li> </ul>
<b>SELF STUDY COMPONENT (SSC)</b>	<p><b>Back-testing an Options Strategy with AI</b></p> <p>Use historical option data and AI tools to evaluate the effectiveness of a strategy (e.g., Iron Condor) and use ChatGPT or Copilot to auto-generate the backtesting logic</p>



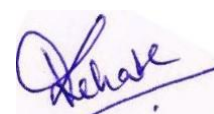
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## **ELECTIVE –B- HUMAN RESOURCE**

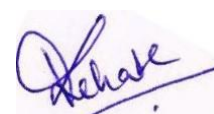
## H4301: HUMAN RESOURCE ADMINISTRATION: SYSTEMS & PROCEDURES

Course Specification	Particulars					
Type	Open Elective				Credits	03
Semester	SEM-III				Offered in	ODD
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Case studies and numericals
	24	60	16	100		
Course Objective	<p>The students will be able to:</p> <ol style="list-style-type: none"><li>1. Understand the foundational concepts and functions of Human Resource Administration.</li><li>2. Develop and implement systems and Standard Operating Procedures (SOPs) for efficient HR operations.</li><li>3. Gain practical knowledge of payroll, salary structuring, and statutory compliance through real-time calculations.</li><li>4. Manage attendance, leave, and time office functions with accuracy and documentation.</li><li>5. Plan for manpower needs and prepare HR budgets aligned with organizational goals.</li></ol>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO1	REMEMBERING		Define key concepts, types, and terminologies related to HR Administration.(PO1)			
CO2	UNDERSTANDING		Demonstrate understanding of HR administrative functions and their role in organizational efficiency.(PO1)(PO2)			
CO3	APPLYING		Calculate payroll components including salary structure, statutory deductions, gratuity, and full &			



		final settlement.(PO2)(PO4)
<b>C04</b>	<b>ANALYSING</b>	Analyze attendance and leave records and design simple leave and time office systems.(PO2)(PO4)
<b>C05</b>	<b>EVALUATING</b>	Prepare manpower plans and HR budgets using forecasting and costing techniques.(PO2)(PO4)
<b>C06</b>	<b>CREATING</b>	Designing SOPs, HR manuals, and new HR systems.(PO2)(PO4) (PO5)
<b>Unit-1</b>	<b>Introduction to HR Administration</b> Meaning, scope, and importance of HR administration ,Role of HR in policy implementation and systems development, Structure of the HR department, HR administrative functions: Documentation, record keeping, compliance, HRIS (Human Resource Information System) – Introduction and applications	
<b>Unit-2</b>	<b>Manpower Planning and HR Budgeting (With Calculations)</b> Workforce planning: Need, process, and techniques, Forecasting manpower requirements (quantitative and qualitative methods) ,Job analysis and manpower costing, HR budgeting: Components and cost estimation, Preparation of sample HR budget for a department/unit, Caselet on HR cost optimization	
<b>Unit-3</b>	<b>Compensation and Payroll Administration (With Calculations)</b> Components of salary: Basic, DA, HRA, PF, ESI, TDS, incentives, bonuses, Designing a salary structure (CTC calculations), Statutory compliance: Provident Fund, ESI, Professional Tax, Preparation of payslips and payroll processing, Leave encashment, gratuity, and full & final settlement calculations, Tools used: MS Excel or payroll software (Demo or assignment)	
<b>Unit-4</b>	<b>HR Systems and Standard Operating Procedures (SOPs)</b> Development of HR manuals and policy handbooks, Designing SOPs for HR functions (recruitment, leave, separation, etc.), Onboarding and exit process flows HR audit and internal control systems, Case study on HR SOPs in practice	
<b>Unit-5</b>	<b>Communications:</b> Introduction, importance and objectives of employee communication. Drafting interview letters, appointment orders, promotion, transfers, appreciation letters, notices and circulars. Drafting suspension orders, show cause notices memos, charge sheet, warning letters, letter of termination and dismissal	
<b>Unit-6</b>	<b>Salary &amp; Taxation:</b> Gross salary components & Calculation, Income tax rates and slabs, Taxable & Non-Taxable Allowance, DA	
<b>Suggested Books</b>	1. Milkovich, G.T., Newman, J.M., & Venkata Ratnam, C.S. (2017). Compensation (9e) New Delhi: Tata McGraw Hill. 2. Compensation Management by Dr. Kanchan Bhatia (Himalaya Publishing House)	

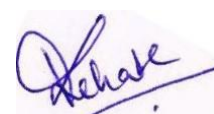




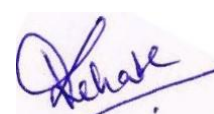
<b>URL Links</b>	<a href="https://resources.workable.com/tutorial/hr-policies-and-procedures">https://resources.workable.com/tutorial/hr-policies-and-procedures</a> <a href="https://incometaxindia.gov.in/pages/tools/income-tax-calculator.aspx">https://incometaxindia.gov.in/pages/tools/income-tax-calculator.aspx</a> <a href="https://www.hrhelpboard.com/payroll/payroll-management-system.htm">https://www.hrhelpboard.com/payroll/payroll-management-system.htm</a> <a href="https://www.yourarticlelibrary.com/human-resource-development/manpower-planning-meaning-need-and-process/32322">https://www.yourarticlelibrary.com/human-resource-development/manpower-planning-meaning-need-and-process/32322</a>
<b>SELF STUDY COMPONENT (SSC)</b>	HR Audit

## H4302 HR ANALYTICS

Course Specification	Particulars					
Type	Elective				Credits	03
Semester	SEM-III				Offered in	ODD
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Case studies and numerical
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To introduce the role and impact of analytics in HR decision-making.</li><li>To develop skills in using statistical and analytical tools for HRM functions.</li><li>To enable students to derive actionable insights from HR data.</li><li>To encourage evidence-based decision-making in talent management, recruitment, and performance.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
C01	REMEMBERING		Recall key concepts, definitions, and types of HR Analytics and metrics used in HR decision-making.(PO1)(PO4)			
C02	UNDERSTANDING		Explain the role of HR data in solving HR-related problems and interpret various HR reports and dashboards.(PO1)(PO2)(PO4)			
C03	APPLYING		Apply basic statistical and analytical techniques to HR data using tools such as Excel, SPSS, or Power BI.(PO2)(PO4)			
C04	ANALYSING		Analyze workforce-related trends and identify factors influencing recruitment, retention, and performance.(PO1)(PO2)(PO4)			
C05	EVALUATING		Evaluate the effectiveness of HR interventions and training programs using data-driven insights and			

		KPIs.(PO2)(PO4)(PO5)
<b>CO6</b>	<b>CREATING</b>	Design and present a complete HR analytics solution (dashboard/report/model) for a real-life HR problem using appropriate tools..(PO1)(PO2)(PO4)
<b>Unit-1</b>	<b>Introduction to HR Analytics:</b> Definition, Scope, and Importance of HR Analytics, Evolution from traditional HRM to data-driven HRM, Types of HR Analytics: Descriptive, Predictive, Prescriptive, HR Metrics vs HR Analytics, Ethical considerations and data privacy in HR	
<b>Unit-2</b>	<b>Data Management for HR Analytics:</b> Understanding HR data sources (internal & external), Data cleaning, validation, and preparation, HRIS (Human Resource Information Systems) and databases, Working with structured and unstructured HR data, Basics of data visualization and dashboarding tools	
<b>Unit-3</b>	<b>Workforce Planning and Talent Acquisition Analytics:</b> Workforce demand and supply forecasting, Recruitment metrics: time to hire, cost per hire, quality of hire, Sourcing analytics and optimization, Talent pipeline and attrition prediction, Application of AI/ML in talent acquisition	
<b>Unit-4</b>	<b>Performance and Learning Analytics:</b> Performance metrics and KPIs, Linking performance with compensation and rewards, Learning and development metrics, ROI of training and development, Predictive modeling for high performer retention.	
<b>Unit-5</b>	<b>Employee Engagement and Retention Analytics:</b> Measuring engagement: surveys, sentiment analysis, Analyzing turnover trends and predictors of attrition, Retention strategy modelling, Workplace culture and its measurable parameters, Use of text analytics in employee feedback.	
<b>Unit-6</b>	<b>Strategic HR Decision Making and Tools: Aligning</b> HR analytics with business strategy, HR Scorecard and Balanced Scorecard, Dashboards and storytelling with data, Case studies and real-world applications, Introduction to tools: Excel, R, Python, Power BI, Tableau, SPSS	
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. Dr.Jac Fitz Enz, The New HR Analytics, North Western University Press</li> <li>2. Dr.Jac Fitz Enz, The New HR Analytics: American Management Association</li> <li>3. Dr.Jac Fitz Enz, John R. Matlox II, Predictive Analysis for Human Resources, Welly</li> <li>4. James C Sesil, Applying Advanced Analytics to HR Management Decision, Prentice Hall Tracy Smith , HR Analytics-What,Why&amp; How, Createspace</li> </ol>	
<b>URL Links</b>	<a href="https://alp.consulting/hr-analytics/">https://alp.consulting/hr-analytics/</a> <a href="https://www.aihr.com/blog/hr-data-sources/">https://www.aihr.com/blog/hr-data-sources/</a> <a href="https://www.aihr.com/blog/recruiting-metrics/">https://www.aihr.com/blog/recruiting-metrics/</a> <a href="https://www.aihr.com/blog/hr-metrics-examples/">https://www.aihr.com/blog/hr-metrics-examples/</a> <a href="https://www.spiderstrategies.com/kpi/departement/human-resources/">https://www.spiderstrategies.com/kpi/departement/human-resources/</a> <a href="https://www.aihr.com/blog/employee-turnover-data-analysis/">https://www.aihr.com/blog/employee-turnover-data-analysis/</a> <a href="https://www.aihr.com/blog/hr-scorecard/">https://www.aihr.com/blog/hr-scorecard/</a>	



<b>SELF STUDY COMPONENT (SSC)</b>	Identification of long term & short-term goals and its correlation to Budget
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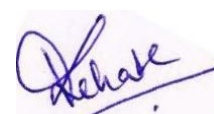
## H4303 INDUSTRIAL RELATIONS

Course Specification	Particulars					
Type	Elective				Credits	03
Semester	SEM-III				Offered in	ODD
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Case studies and numericals
	24	60	16	100		

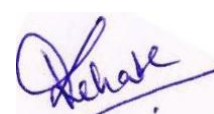
Course Objective	<ul style="list-style-type: none"> <li><b>To introduce</b> students to the fundamental concepts, evolution, and significance of industrial relations in the context of business and society.</li> <li><b>To familiarize</b> students with the structure, roles, and functioning of key stakeholders in industrial relations, including employers, employees, trade unions, and the government.</li> <li><b>To develop understanding</b> of important labour laws, industrial dispute mechanisms, and legal frameworks governing industrial relations in India.</li> <li><b>To enable</b> students to critically analyze the causes of industrial disputes and explore resolution mechanisms such as arbitration, adjudication, and collective bargaining.</li> <li><b>To equip</b> students with knowledge of participative management practices and employee engagement strategies that promote harmonious industrial relations.</li> </ul>
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**Course Outcomes :** On successful completion of the course the learner will be able to:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
C01	REMEMBERING	Define and describe key concepts and historical perspectives of industrial relations.(P01)
C02	UNDERSTANDING	Explain the structure and role of trade unions, employee associations, and employer bodies.(P01)(P02)(P03)
C03	APPLYING	Apply provisions of relevant labour laws (e.g., ID Act, Trade Union Act) to workplace scenarios..(P02)(P03)

<b>CO4</b>	<b>ANALYSING</b>	Examine real-life industrial disputes and identify appropriate legal and non-legal interventions.(PO2)(PO3)(PO5)
<b>CO5</b>	<b>EVALUATING</b>	Justify the use of collective bargaining, grievance redressal, and participative practices in employee relations..(PO4)(PO5)
<b>CO6</b>	<b>CREATING</b>	Design innovative industrial relations strategies using global best practices for modern workplaces.(PO4)(PO5)
<b>Unit-1</b>	<b>Industrial Relations &amp; Trade Union Act 1926</b> : Definition & Concept of Industrial Relations, Parties in IR, Objectives of IR, Approaches to IR, Important provisions of Trade Union Act, 1926, Registration of Trade Union Organization and Management	
<b>Unit-2</b>	<b>The Industrial Disputes Act, 1947: Industrial Conflicts:</b> Scope and Extent of the act, Definitions [Industry, Industrial dispute, Individual and collective dispute, Average Pay, Employer, Independent person, lay – off, Lock Out, Retrenchment, Strike, Unfair Labour Practices, Wage and Workmen], <b>The Industrial Disputes Act, 1947:</b> Concept & Causes of Industrial disputes, Classification of Industrial Disputes, Impact of industrial dispute on HR, Machinery for Prevention and Settlement of Industrial Disputes, Procedure for settlement of industrial dispute, Prohibition of strikes and lockouts, Matters under the purview of Labour Court and Industrial Tribunal,	
<b>Unit-3</b>	<b>Collective Bargaining</b> : Definition, importance, types ,prerequisites of effective collective Bargaining, Collective Bargaining in India; Workers Participation: Concept & meaning, Aims & objective, Forms & levels of participation, conditions essential of working of the scheme.	
<b>Unit-4</b>	<b>Industrial Relations Legislation:</b> The Employment Standing Orders Act - Objects, Definitions [ Employer, Industrial Establishment, Standing Orders], Scope of the Act, Establishments to which this act doesn't apply, Procedure for submission of draft standing orders, Procedure for certification of standing orders, Conditions for certification of standing orders, Payment of subsistence allowance, Penalties. 1946 <b>Factories Act, 1948</b> : Definitions, Welfare Measures under the act, Safety Measures under the act, Working hours for adults, Employment of [Young persons, Women], Annual leave with wages, Penalties and Procedures. [Practical case laws will be discussed in depth].	
<b>Unit-5</b>	<b>Payment of Wages Act:</b> Salient features, coverage of employees and employers, rules and benefits relating to The Payment of Wages Act 1936, The Minimum Wages Act 1948.	
<b>Unit-6</b>	<b>Worker's Participation in Management:</b> Concept, Objectives, Forms of participation, Levels of participation. Case Study.	
<b>Suggested Books</b>	1. Dynamics of Industrial Relations in India, Mamoria, C. B. & Mamoria, S.16th Edition, 2019, Himalaya Publishing House	



	2. Sharma, A. M. Industrial Relations: Conceptual & Legal Framework. Himalaya Publishing House
<b>URL Links</b>	<a href="https://blog.ipleaders.in/trade-unions-act-1926/">https://blog.ipleaders.in/trade-unions-act-1926/</a> <a href="https://www.indiacode.nic.in/bitstream/123456789/17112/1/the_industrial_disputes_act.pdf">https://www.indiacode.nic.in/bitstream/123456789/17112/1/the_industrial_disputes_act.pdf</a> <a href="https://lawbhoomi.com/concept-of-collective-bargaining/">https://lawbhoomi.com/concept-of-collective-bargaining/</a> <a href="https://labour.gov.in/sites/default/files/Industrial-Employment-Standing-Orders-Act-1946.pdf">https://labour.gov.in/sites/default/files/Industrial-Employment-Standing-Orders-Act-1946.pdf</a> <a href="https://cleartax.in/s/payment-of-wages-act">https://cleartax.in/s/payment-of-wages-act</a> <a href="https://www.mbaknol.com/human-resource-management/workers-participation-in-management">https://www.mbaknol.com/human-resource-management/workers-participation-in-management</a>
<b>SELF STUDY COMPONENT (SSC)</b>	Protection of Children from Sexual Offences (POCSO) Act, 2012



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Atrey Layout, Nagpur--- 440 022  
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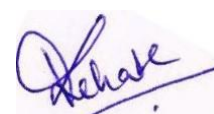


## **ELECTIVE –C- MARKETING**

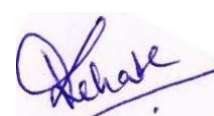


## C4301- CONSUMER BEHAVIOUR

Course Specification	Particulars					
Type	Elective- Open				Credits	3
Semester	Sem-III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	The basic objective of this course is to develop an understanding about the various aspects of Consumer Behavior and its application in Marketing.					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES- Students will be able to:			
CO 3301.1	REMEMBERING		Recall and list key concepts, models, and components related to Consumer Behaviour and CRM.(PO1,PO4))			
CO 3301.2	UNDERSTANDING		Explain environmental, cultural, and social influences on consumer behavior and their implications for marketers.(PO2,PO3)			
CO 3301.3	APPLYING		Apply consumer behavior theories to interpret consumer buying habits, perception, and lifestyle choices.(PO1,PO4)			
CO 3301.4	ANALYSING		Analyse consumer behaviour parameters & its influence in Marketing.(PO2,PO5)			
CO 3301.5	EVALUATING		Measure the impact of the various parameters on Point of Purchase.(PO1,PO4)			
CO 3301.6	CREATING		Formulate Marketing Strategy for a product/service.(PO4,PO5)			
Unit-1	Consumer Behaviour: Consumer Behaviour and Marketing Action - An overview - Consumer involvement - Decision-making processes - Purchase Behaviour and					

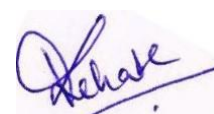



	Marketing Implications - Consumer Behaviour Models, Ethics, ethical Behaviour & Ethical Issues in consumer behaviour. Introduction to CRM: Definition and concepts of CRM, Components of CRM. Influence of CRM on Consumer Behaviour.
<b>Unit-2</b>	<b>Environmental influences on Consumer Behaviour</b> - Cultural influences - Social class - Reference groups and family influences - Opinion leadership and the diffusion of innovations - Marketing implications of the above influences.
<b>Unit-3</b>	<b>Consumer buying behaviour</b> - Marketing implications - Consumer perceptions - Learning and attitudes - Motivation and personality - Psychographics - Values and Lifestyles, Click-o- graphic.
<b>Unit-4</b>	<b>Ethnography &amp; Consumer Behaviour</b> : Concept, values and beliefs, Rituals, Customs, Tradition, Consumer learning of culture, Consumer Socialization , culture and cross cultural issues in marketing.
<b>Unit-5</b>	<b>Neuromarketing</b> : What is Neuromarketing all About? Introduction to Neuromarketing, Attention and Consciousness, Sensory Neuromarketing, Emotions and Feelings, Wanting and Liking, Learning and Memory, Ethics of Neuromarketing and Consumer Aberrations
<b>Unit-6</b>	<b>Global consumer Behaviour and Online Buying Behaviour</b> – Consumer buying habits and perception of emerging non store choices – Research and applications of consumer responses to direct marketing approaches-Issues of privacy and ethics.
<b>Suggested Books</b>	1.Mowen, C. John, Consumer Behaviour, MacMillan, 1993 2.Schiffman&Kanuk, Consumer Behaviour, Pearson 3.Assael, Consumer Behaviour, Cengage Hawkins, Best & Carey, Consumer Behaviour, TMH
<b>url links</b>	1. <a href="https://youtu.be/s-t-PqOaX1E?si=VNhoEMhl6g91-U_m">https://youtu.be/s-t-PqOaX1E?si=VNhoEMhl6g91-U_m</a> 2. <a href="https://youtu.be/gNTVGzIOvPs?si=AhvbXtjgUYpTEsIU">https://youtu.be/gNTVGzIOvPs?si=AhvbXtjgUYpTEsIU</a> 3. <a href="https://youtu.be/yv2cp1fmSt0?si=q9OfhKt2lUnOiMxR">https://youtu.be/yv2cp1fmSt0?si=q9OfhKt2lUnOiMxR</a> 4. <a href="https://youtu.be/rcC3L-D7-GQ?si=95BVXiAZW3zJWwVD">https://youtu.be/rcC3L-D7-GQ?si=95BVXiAZW3zJWwVD</a> 5. <a href="https://youtu.be/mkDVC_izIV0?si=Rf_kC5UKUCo0Z7ZZ">https://youtu.be/mkDVC_izIV0?si=Rf_kC5UKUCo0Z7ZZ</a>
<b>SELF STUDY COMPONENT (SSC)</b>	Visit any Mall or retail shopping outlet and observe the consumer behaviour with respect to gender, age and during particular festive season.

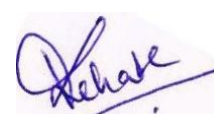



## M4302 : PRODUCT & BRAND MANAGEMENT

Course Specification	Particulars					
Type	Specializations				Credits	3
Semester	Sem-IV				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	Introduce students to the consumption trend in the rural areas with the focus shifting from price-driven to quality-driven products					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Recall and define key product concepts (P01)			
CO 101.2	UNDERSTANDING		Explain the types of products and its unique selling criteria. (P02) (P03)			
CO 101.3	APPLYING		Apply the process through which new products can be created. (P04)			
CO 101.4	ANALYSING		Analyse the requirements for product launching and promotion. (P04)			
CO 101.5	EVALUATING		Assess the competitors / clients approach towards product promotion and branding. (P05)			
CO 101.6	CREATING		Creating new needed products and creating new brand for society. (P04) (P05)			
Unit-1	Product Life Cycle and its variants, levels of a product, product mix, product portfolio decisions, BCG matrix and its applications					
Unit-2	Product planning, launching and tracking new product programs, Innovation and					

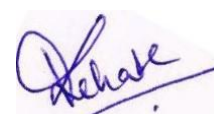



	Creativity, product testing, product placement & commercialization, conducting financial cost benefit analysis and its tools.
<b>Unit-3</b>	Introduction to brands, branding and brand management, brand research and brand equity, branding for different product categories, branding & differentiation, brand image, brand element and brand association,
<b>Unit-4</b>	CBBE (Customer based brand equity), branding and marketing mix, branding and product mix, brand attributes, branding and segmentation.
<b>Unit-5</b>	Brand equity measurement, competitive analysis, brand positioning, brand hierarchies and brand portfolio analysis, brand identity, personality and brand associations
<b>Unit-6</b>	Developing brand strategies, brand image and awareness, brand equity systems, brand value, brand extensions, brand roadmap, measurement and management of brand equity.
<b>Suggested Books</b>	1. Strategic Brand Management – K Keller, MG Parameswaran, Isaac Jacob – Pearson 2. Product Strategy & Management – M Baker & S Hart – Prentice Hall 3. Strategic Brand Management – K Keller, MG Parameswaran, Isaac Jacob – Pearson 4. Expert Product Management – Brian Lawley 5. Building Strong Brands – David Aaker
<b>url links</b>	1 - <a href="https://www.youtube.com/watch?v=b4YVHTqQPk8">https://www.youtube.com/watch?v=b4YVHTqQPk8</a> 2 - <a href="https://www.youtube.com/watch?v=XF7XIHGNBrw">https://www.youtube.com/watch?v=XF7XIHGNBrw</a> 3 - <a href="https://www.youtube.com/watch?v=lkuX0e49g_U">https://www.youtube.com/watch?v=lkuX0e49g_U</a> 4 - <a href="https://www.youtube.com/watch?v=Mvco0OdQrvI&amp;t=54s">https://www.youtube.com/watch?v=Mvco0OdQrvI&amp;t=54s</a> 5 - <a href="https://www.youtube.com/watch?v=Lmkau24j7io">https://www.youtube.com/watch?v=Lmkau24j7io</a>
<b>SELF STUDY COMPONENT (SSC)</b>	Hooked : How to Build Habit-Forming Prod – Nir Eyal – published by Portfolio Penguin

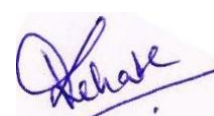



## M4303 MARKETING ANALYTICS

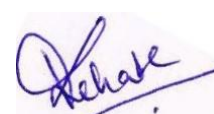
Course Specification	Particulars					
Type	Elective				Credits	03
Semester	SEM-III				Offered in	ODD
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Case studies and numerical
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>Understand the role and relevance of analytics in modern marketing decision-making.</li><li>Acquire skills to apply statistical, predictive, and prescriptive analytics tools in solving marketing problems.</li><li>Use real-time data to derive insights into customer behavior, segmentation, and campaign effectiveness.</li><li>Apply data-driven techniques for pricing, sales forecasting, and marketing ROI analysis.</li><li>Utilize software tools (e.g., Excel, R, Python, SPSS, Tableau) for marketing analytics applications.</li><li>Interpret analytical results to develop and communicate strategic marketing decisions.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO1	REMEMBERING		Define the key concepts, types, and applications of marketing analytics.(PO1)			
CO2	UNDERSTANDING		Explain customer behavior and segmentation using marketing data.(PO1)(PO2)			

<b>C03</b>	<b>APPLYING</b>	<b>Apply</b> statistical and machine learning tools for campaign, pricing, and sales analysis.(P01)(P02)(P03)
<b>C04</b>	<b>ANALYSING</b>	<b>Analyze</b> digital and social media metrics to evaluate marketing performance.(P02)(P04)
<b>C05</b>	<b>EVALUATING</b>	<b>Evaluate</b> different marketing strategies based on ROI and predictive outcomes.(P02)(P04)(P05)
<b>C06</b>	<b>CREATING</b>	<b>Design and present</b> actionable dashboards and marketing analytics projects.(P04)(P05)
<b>Unit-1</b>	<b>Introduction to Marketing Analytics</b> Definition and Scope of Marketing Analytics, Role of Data in Marketing Decisions, Types of Marketing Analytics (Descriptive, Predictive, Prescriptive), Data Sources and Data Quality, Ethics and Privacy in Marketing Data Usage.	
<b>Unit-2</b>	<b>Customer Analytics</b> Customer Segmentation: Demographic, Psychographic, and Behavioral, RFM (Recency, Frequency, Monetary) Analysis, CLV (Customer Lifetime Value) Calculation, Churn Prediction Models, Personalization and Targeting.	
<b>Unit-3</b>	<b>Market Response and Campaign Analytics</b> A/B Testing and Experimental Design, Marketing Mix Modeling, Attribution Modeling, Media Effectiveness and Multi-Channel Attribution, ROI of Campaigns .	
<b>Unit-4</b>	<b>Pricing and Sales Analytics</b> Pricing Strategies and Elasticity Models, Factor Analysis, Discriminant Analysis, Demand Forecasting Techniques, Promotion Effectiveness, Sales Pipeline and Funnel Analysis.	
<b>Unit-5</b>	<b>Digital and Social Media Analytics</b> Web Analytics (Google Analytics Metrics), SEO, SEM, and Display Analytics, Social Media Metrics and Sentiment Analysis, Clickstream Analysis, Influencer Marketing Analytics.	
<b>Unit-6</b>	<b>Tools, Techniques, and Dashboards</b> Data Visualization (Tableau/Power BI), Use of Excel, R, Python, or SPSS for Marketing Analytics, Predictive Modeling Techniques (Regression, Decision Trees), Real-time Dashboards for Marketing Performance, Case Studies and Live Project.	

<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. Marketing Analytics: Strategic Models and Metrics, Stephan Sorger, CreateSpace Independent Publishing.</li> <li>2. Marketing Metrics: The Manager's Guide to Measuring Marketing Performance, Paul W. Farris, Neil T. Bendle, Phillip E. Pfeifer, David J. Reibstein, Pearson Education.</li> <li>3. Cutting Edge Marketing Analytics: Real World Cases and Data Sets for Hands On Learning, Rajkumar Venkatesan, Paul W. Farris, Ronald T. Wilcox, Pearson Education</li> <li>4. Marketing Analytics: A Practical Guide to Real Marketing Science, Mike Grigsby, Kogan Page</li> <li>5. Marketing Analytics: Essential Tools for Data-Driven Decisions, Wayne L. Winston, Wiley.</li> </ol>
<b>URL Links</b>	<a href="https://www.coursera.org/in/articles/marketing-analytics">https://www.coursera.org/in/articles/marketing-analytics</a> <a href="https://clevertap.com/blog/rfm-analysis/">https://clevertap.com/blog/rfm-analysis/</a> <a href="https://supermetrics.com/blog/marketing-mix-modeling-vs-attribution">https://supermetrics.com/blog/marketing-mix-modeling-vs-attribution</a> <a href="https://www.vendavo.com/glossary/pricing-analytics/">https://www.vendavo.com/glossary/pricing-analytics/</a> <a href="https://www.omniconvert.com/what-is/data-analysis/">https://www.omniconvert.com/what-is/data-analysis/</a>
<b>SELF STUDY COMPONENT (SSC)</b>	Marketing DASHBOARD.





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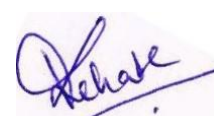


## **ELECTIVE -D OPERATIONS & LOGISTICS**

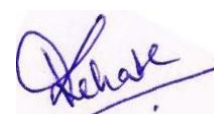


## O4301:-PROJECT MANAGEMENT: PLANNING, TOOLS & TECHNIQUES

Course Specification	Particulars					
Type	Open Elective				Credits	3
Semester	Sem-III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Classroom Case discussion
	24	60	16	100		
Course Objective	<div>1. Understand the core concepts, phases, and processes involved in effective project management.</div> <div>2. Identify and evaluate project ideas using market, demand, technical, and resource analysis.</div> <div>3. Develop project plans using tools such as Work Breakdown Structures (WBS), Gantt Charts, PERT, and CPM.</div> <div>4. Apply principles of cost, time, and quality management including feasibility studies and ethical considerations.</div> <div>5. Prepare professional project documentation and understand the evaluation, auditing, and termination of projects.</div>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Recall fundamental concepts, terminology, tools, and phases of project management.(P01 P04)			
CO 101.2	UNDERSTANDING		Explain the components of project lifecycle, organizational structures, and planning methodologies.(P01 P02)			
CO 101.3	APPLYING		Apply tools like Gantt Charts, PERT, and CPM to create project schedules and analyse timelines.(P02 P05)			

<b>CO 101.4</b>	<b>ANALYSING</b>	Analyse project feasibility through market, technical, resource, and cost analysis techniques.(P02 P04)
<b>CO 101.5</b>	<b>EVALUATING</b>	Evaluate project performance using auditing techniques, quality analysis, and cost control mechanisms.(P02 P03)
<b>CO 101.6</b>	<b>CREATING</b>	Design a comprehensive project proposal or plan including WBS, risk strategies, budgeting, and quality frameworks.(P03 P05)
<b>Unit-1</b>	<b>Introduction To Project Management</b> – Overview of Project Management, Project Life Cycle, Project Planning: Generation & Screening of project ideas, Market & Demand Analysis, Technical Analysis, Resource Analysis	
<b>Unit-2</b>	<b>Project Organization</b> – types – Project planning. Sorting out the project – Work breakdown structure and Linear Responsibility charts – Conflict and Negotiation – Conflict and Project life cycle – some requirements and principles of negotiation	
<b>Unit-3</b>	<b>Project Management Methodology and tools:</b> Methodology of Project Management-Phases, Standard Processes, Process Interaction and Mapping, Time Management, Analysing Time Plan, Fast Track Projects, Project Evaluation and Termination Tools- Gantt Charts, PERT, Critical Path Method, Computer Aided project planning	
<b>Unit-4</b>	<b>Cost and Quality Planning:</b> Cost Management- Cost Planning, Cost Estimation, Cost Build Up, Cost Budget, analysing Cost Plan, Quality management, analysing Quality Plan, Feasibility Study, Auditing, Ethical Issues-Quality Compromise.	
<b>Unit-5</b>	<b>Project Pre and Post Requisites and Project Organization Structure:</b> Project Management Documentation and information documentary Tools, Drafting Project proposals and Project report, Changeover Project Organization structure-Role of Team, Project Stakeholders, Organizational Structure and Influences, Matrix Management, Structure Selection	
<b>Unit-6</b>	<b>Project auditing</b> – Purposes of evaluation – Project Audit Life Cycle – Project termination – Termination process	
<b>Suggested Books</b>	1. Project Management-Manual Approach, Jack Meredith, J. Mantel, Seventh Edition, John Wiley Publication 2. The New Project Management, J. Davidson Frame, Jossey-Bass, 1994. 3. Project Management, Harold Kerzner, Van Nostrand Reinhold, 1979. 4. Successful Project Management, Milton D. Rosenau, Lifelong Learning, 1981. 5. The Implementation of Project Management, Project Management Institute, Addison-Wesley, 1982.	
<b>url links</b>	<a href="#">Coursera: Introduction to Project Management – University of Adelaide</a>	

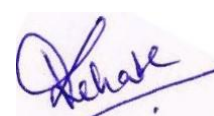





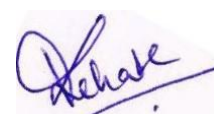
	<p><a href="https://www.iimb.ac.in/project-management">https://www.iimb.ac.in/project-management</a> <a href="https://ocw.mit.edu/courses/civil-and-environmental-engineering/1-040-project-management-spring-2009/">https://ocw.mit.edu/courses/civil-and-environmental-engineering/1-040-project-management-spring-2009/</a> <a href="https://onlinecourses.nptel.ac.in/noc23-mg52/preview">https://onlinecourses.nptel.ac.in/noc23-mg52/preview</a> <a href="https://cac.annauniv.edu/uddetails/udpg_2021/MBA/MP14.pdf">https://cac.annauniv.edu/uddetails/udpg_2021/MBA/MP14.pdf</a></p>
<b>SELF STUDY COMPONENT (SSC)</b>	<ol style="list-style-type: none"><li>1. Create a Gantt chart using MS Project / Excel for a mock project (e.g., Product Launch).</li><li>2. Create a PERT network diagram and identify the critical path. Use online tools like</li><li>3. Trello or Asana to simulate project tracking. <b>(Any 01)</b></li></ol>

**O4302: - INTEGRATED PROCUREMENT AND INVENTORY  
MANAGEMENT**

Course Specification	Particulars					
Type	Elective				Credits	3
Semester	Sem-III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Classroom Case discussion
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To impart knowledge on the functions, systems, and strategic importance of purchasing and vendor selection, including tools like ABC and VED analysis.</li><li>To familiarize students with international trade procedures, including export documentation, letters of credit, costing, Incoterms, and roles of institutions like DGFT and EPCs.</li><li>To develop skills in managing different types of inventories through effective planning, control techniques, and understanding the role of inventory in material management.</li><li>To train students in practical aspects of inventory verification, valuation methods, stores accounting, and physical stock checking procedures.</li><li>To enable students to manage spare parts inventory and apply classification, codification, standardization, and simplification techniques for better inventory control and optimization.</li></ul>					
	Course Outcomes : On successful completion of the course the learner will be able to:					
	CO#	COGNITIVE ABILITIES		COURSE OUTCOMES		
	CO 101.1	REMEMBERING		Recall and explain the key concepts of purchasing		

		management including purchasing systems, ABC and VED analysis, and vendor selection techniques.(P01 P04)
<b>CO 101.2</b>	<b>UNDERSTANDING</b>	Interpret and apply international import-export procedures, prepare export documentation, and assess the role of trade institutions like DGFT, EPC, and ECGC.(P01 P04)
<b>CO 101.3</b>	<b>APPLYING</b>	Apply inventory control techniques to manage inventory types and develop inventory planning systems to optimize stock levels.(P02 P05)
<b>CO 101.4</b>	<b>ANALYSING</b>	Analyze inventory valuation and verification methods; plan and execute physical stock checking and store accounting.(P02 P04)
<b>CO 101.5</b>	<b>EVALUATING</b>	Evaluate spare parts inventory systems by identifying influencing factors, managing overhauls, and handling obsolete spares effectively.(P02 P03)
<b>CO 101.6</b>	<b>CREATING</b>	Design and implement effective classification and codification systems through standardization, simplification, and variety reduction.(P03 P05)
<b>Unit-1</b>	<b>Purchasing Management:</b> Purchasing functions and purchasing systems, ABC analysis and VED analysis in purchasing, make or buy decision, selection of sources and vendor rating, legal aspects of purchasing, materials budget, organization for buying	
<b>Unit-2</b>	<b>International Imports Exports Policy:</b> Export document in various export shipment, Opening Letter of credit, Types of letter of credit, Export costing and pricing and Incoterms, Various types of export insurance, ECGC, Various Foreign Trade Institutions-DGFT, Export Promotion Council, Commodity Boards etc.	
<b>Unit-3</b>	<b>Inventory Management and Control Techniques-</b> Inventory, Types of Inventories, Functions, Importance of Material Management, Inventory Management, Inventory Control-Nature, Scope and Objectives, Planning for Inventory Control, Systems and Characteristics	
<b>Unit-4</b>	<b>Inventory Verification and Valuation Methods:</b> Stock Verification and Valuation, Planning for Physical Stock Checking, Stores Accounting, Stock Valuation, Methods of Valuation of Stocks	
<b>Unit-5</b>	<b>Spare Parts Inventory:</b> Spare Parts Inventory Management, Factors Influencing Spare Parts Inventory, Classification, Salient Features, Spare Parts Planning And Control, Overhauling and Obsolete Spares	
<b>Unit-6</b>	<b>Classification and Codification:</b> Classification and Codification, Principles and Advantages, Codification Process and System, Methods of Classification and	

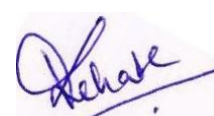





	Codification, Standardization, Simplification, Specification, Variety Reduction
<b>Suggested Books</b>	11. Inventory Management- K.Shridhara Bhat, Himalaya Publishing House 2. Production and Operations Management- P. Rama Murthy, New Age International 3. Industrial Engineering and Production Management- Martand Telsang, S Chand 4. Introduction To Materials Management, - J. R. Tony Arnold, Stephen N. Chapman PH 5. Production Planning and Inventory Control - Seetharama L Narsimhan, Dennis W McLeavy, Peter J Billington, Prentice Hall of India Pvt. Ltd.
<b>url links</b>	<ul style="list-style-type: none"><li>• <a href="https://nptel.ac.in/courses/112107210">https://nptel.ac.in/courses/112107210</a></li><li>• <a href="https://nptel.ac.in/courses/110107123">https://nptel.ac.in/courses/110107123</a></li><li>• <a href="https://nptel.ac.in/courses/110108056">https://nptel.ac.in/courses/110108056</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	<ol style="list-style-type: none"><li>1. Study case examples on vendor selection and evaluation.</li><li>2. Analyze sample export documentation and DGFT policy updates.</li><li>3. Compare stock valuation methods: FIFO, LIFO, Weighted Average.</li><li>4. Identify and classify spare parts in a chosen industry (e.g., healthcare, automotive).</li><li>5. Design a codification and classification system for a sample inventory.</li></ol>

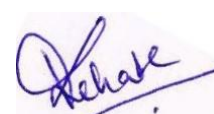
### 04303: TOTAL QUALITY MANAGEMENT

Course Specification	Particulars					
Type	Elective				Credits	3
Semester	Sem-III				Offered in	Odd Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Classroom Case discussion
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To provide a comprehensive understanding of the principles, practices, and tools of Total Quality Management.</li><li>To develop the ability to apply quality management techniques for continuous improvement in business processes.</li><li>To enable students to analyse and design quality systems for manufacturing and service organizations.</li><li>To familiarize students with quality standards and frameworks such as ISO, Six Sigma, and benchmarking.</li><li>To explore customer-focused strategies and techniques for enhancing customer satisfaction and loyalty.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Remember the fundamental concepts, philosophies, and tools of Total Quality Management.(P01 P04)			
CO 101.2	UNDERSTANDING		Explain the principles of TQM, including leadership, customer satisfaction, and employee involvement.(P01 P03)			
CO 101.3	APPLYING		Apply quality improvement techniques such as 5S, PDSA, Kaizen, and QFD in business scenarios.(P02 P05)			
CO 101.4	ANALYSING		Analyse quality costs, process performance metrics, and TQM			



		implementation challenges in organizations.(P02 P04)
CO 101.5	EVALUATING	Evaluate quality management systems and models like ISO 9000, TPM, FMEA for organizational effectiveness.(P02 P03)
CO 101.6	CREATING	Design a strategic quality plan integrating TQM tools, customer feedback, and performance metrics for continuous improvement.(P03 P05)
Unit-1	<b>Introduction to Quality Concepts</b> –Concept of quality, Quality costs - Analysis Techniques for Quality Costs, Basic concepts of Total Quality Management, Historical Review, Principles of TQM, Leadership – Concepts, Role of Senior Management, Quality Council, Quality, Statements, Strategic Planning, Deming Philosophy, Barriers to TQM Implementation.	
Unit-2	<b>TQM Principles - Customer satisfaction</b> – Customer Perception of Quality, Customer Complaints, Service Quality, Customer Retention, Employee Involvement – Motivation, Empowerment, Teams, Recognition and Reward, Performance Appraisal, Benefits, Continuous Process Improvement –Juran Trilogy, PDCA Cycle, 5S, Kaizen.	
Unit-3	<b>Supplier Partnership</b> – Partnering, sourcing, Supplier Selection, Supplier Rating, Relationship Development, Performance Measures – Basic Concepts, Strategy.	
Unit-4	<b>TQM Tools</b> - Benchmarking – Reasons to Benchmark, Benchmarking Process, Quality Function Deployment (QFD) – House of Quality, QFD Process, Benefits, Taguchi Quality Loss Function, Total Productive Maintenance (TPM) – Concept, Improvement Needs, FMEA – Stages of FMEA. The seven tools of quality, New seven Management tools.	
Unit-5	<b>Quality Systems</b> - Elements, Implementation of Quality System, Documentation, Quality Auditing, ISO 9000:2000, Ethical Issues: ISO 14000 – Concept, Requirements and Benefits. Zero Defect and Zero Effect (ZED).	
Unit-6	<b>Total quality models</b> – Enablers for total quality – quality responsibilities – achieving total commitment to quality – Information & customer – Strategic information system – Strategic quality management.	
Suggested Books	1. Dale H.Besterfield, et al., Total Quality Management, Pearson Education Asia, 1999. (Indian Reprint 2002) 2. James R.Evans& William M.Lindsay, The Management and Control of Quality, (5th Edition), South-Western (Thomson Learning), 2002 (ISBN 0-324-06680-5) 3. Feigenbaum.A.V. "Total Quality Management, McGraw-Hill, 1991 4. Oakland.J.S. "Total Quality Management Butterworth – Heinemann Ltd., Oxford. 1989	





<b>url links</b>	<ul style="list-style-type: none"><li>• <a href="https://asq.org">https://asq.org</a></li><li>• <a href="https://www.iso.org">https://www.iso.org</a></li><li>• <a href="https://ocw.mit.edu">https://ocw.mit.edu</a></li><li>• <a href="https://nptel.ac.in/courses/110105039">https://nptel.ac.in/courses/110105039</a></li><li>• <a href="https://www.isixsigma.com">https://www.isixsigma.com</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Zero Defect and Zero Effect (ZED)



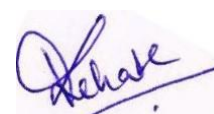
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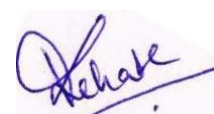
## **ELECTIVE -E BUSINESS ANALYTICS**

## BA4301: BIG DATA ANALYTICS

Course Specification	Particulars					
Type	Open Elective				Credits	3
Semester	Sem-III				Offered in	Odd
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>Understand the core concepts and tools of Big Data Analytics.</li><li>To develop an in-depth understanding of Big Data architecture and ecosystems</li><li>Apply data analysis techniques and models using R and SQL</li><li>Analyze large datasets using analytical architectures, tools, and technologies.</li><li>Evaluate insights from Big Data applications across various business domains.</li><li>Create data-driven strategies and dashboards for organizational decision-making.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES			COURSE OUTCOMES		
CO 101.1	REMEMBERING			Recall and describe the fundamental concepts and characteristics of Big Data (Volume, Velocity, Variety, Veracity, Value), and the basics of Business Intelligence (BI).(P01)		
CO 101.2	UNDERSTANDING			Explain the importance of Big Data in business decision-making, differentiate between BI and Big Data Analytics, and describe the role of key analytics technologies (Hadoop, MADlib, etc.).(P01, P04)		
CO 101.3	APPLYING			Analyse complex datasets using regression, correlation, clustering, and classification models, and assess their implications for business outcomes.(P02, P05):		

<b>CO 101.4</b>	<b>ANALYSING</b>	Evaluate the effectiveness of various analytical models and tools in addressing real-world business problems, with emphasis on ethics and strategic impact. <b>(P02, P04</b>
<b>CO 101.5</b>	<b>EVALUATING</b>	Evaluate the effectiveness of various analytical models and tools in addressing real-world business problems, with emphasis on ethics and strategic impact. <b>(P02, P04)</b>
<b>CO 101.6</b>	<b>CREATING</b>	Create and present Big Data solutions using dashboards, reporting tools, and predictive analytics for domains like marketing, HR, finance, and customer analytics. <b>(P01, P02, P05)</b>
<b>Unit-1</b>	<b>Introduction to Big Data Analytics:</b> Concept and characteristics of Big Data (Volume, Velocity, Variety, Veracity, Value), Importance and need for Big Data in business decision-making, Introduction to Business Intelligence (BI), Difference and relationship between BI and Big Data Analytics. Technology and Tools (Brief) – MapReduce/Hadoop, In- database Analytics, MADlib .	
<b>Unit-2</b>	<b>Data Analytics Life Cycle:</b> key roles for successful analytic project, main phases of life cycle, developing core deliverables for stakeholders.	
<b>Unit-3</b>	<b>Big Data Architecture:</b> Current Analytical Architecture, Drivers of Big Data, Emerging Big Data Ecosystem, <b>Overview of analytics tools:</b> Excel, Power BI, Analytical models: regression, Correlation, Dashboarding and reporting for decisions.	
<b>Unit-4</b>	<b>Basic Analytic Methods:</b> introduction to “R”, analysing and exploring data with “R”, statistics for model building and evaluation	
<b>Unit-5</b>	<b>Advanced Analytics, Technologies and Infrastructure, for Big Data:</b> Naïve Bayesian Classifier, K-means Clustering, Introduction to Spark, SQL, NoSQL databases.	
<b>Unit-6</b>	<b>Applications, Strategy, and Future Trends:</b> Time Series Analysis, Text Analytics, Sentiment Analytics, - Big Data applications in marketing, finance, HR, operations, Customer experience, personalization, and churn prediction. (Case studies: customer analytics, marketing analytics.)	
<b>Suggested Books</b>	1. <b>Big Data and Analytics</b> , V.K. Jain (Khanna Publishing House) 2. <b>Data Analytics</b> , Saurabh Priyadarshi (S. Chand Publishing) 3. <b>Fundamentals of Financial Management</b> , A. P. Rao (Everest Publishing House) 4. <b>Big Data Analytics</b> , Dr. Balamurugan Balusamy, Nandhini (Wiley India) 5. <b>Data Science and Big Data Analytics</b> , EMC Education Services (Tata McGraw Hill)	
<b>url links</b>	<ul style="list-style-type: none"> <li><a href="https://www.pvpsiddhartha.ac.in/dep_it/lecture%20notes/Big%20Data%20Analytics/4-2%20BDA%20%20PPTS.pdf">https://www.pvpsiddhartha.ac.in/dep_it/lecture%20notes/Big%20Data%20Analytics/4-2%20BDA%20%20PPTS.pdf</a></li> </ul>	

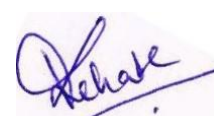





	<ul style="list-style-type: none"><li>• <a href="https://cloud.google.com/learn/what-is-big-data">https://cloud.google.com/learn/what-is-big-data</a></li><li>• <a href="https://www.brainkart.com/materials/big-data-analytics---ccs334-2223/">https://www.brainkart.com/materials/big-data-analytics---ccs334-2223/</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	<b>Corporate Restructuring:</b> NoSQL databases

## BA4302: CLOUD COMPUTING

Course Specification	Particulars					
Type	Elective				Credits	3
Semester	Sem-III				Offered in	Odd
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To understand the fundamental evolution and concepts of cloud computing and virtualization technologies. To explore various cloud service models, delivery models, and their characteristics.</li><li>To evaluate applications of cloud computing in business, collaboration, communication, and productivity.</li><li>To examine cloud development tools and platforms supporting file sharing, scheduling, and CRM.</li><li>To analyse cloud management, privacy, and security challenges associated with cloud-based systems.</li><li>To assess pricing models, web-based communication tools, and real-world cloud service providers.</li></ul>					
	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 evolution of cloud computing, including hardware, internet, software, and virtualization.(PO1)		
	CO 101.2	UNDERSTANDING		Explain the attributes and characteristics of cloud services such as elasticity, pay-per-use, and network access..(PO1)(PO2)		
CO 101.3	APPLYING		Apply cloud delivery models (IaaS, PaaS, SaaS) and cloud types (Public, Private, Hybrid, Community) to suitable business scenarios.(PO2)(PO4)			



<b>CO 101.4</b>	<b>ANALYSING</b>	<b>Analyze</b> the use of cloud-based applications and collaboration tools like CRM, scheduling, email, and task management in business contexts..(PO2)(PO4)(PO5)
<b>CO 101.5</b>	<b>EVALUATING</b>	<b>Evaluate</b> cloud management aspects including privacy, security issues, encryption, and legal compliance in cloud environments.(PO2)(PO4)
<b>CO 101.6</b>	<b>CREATING</b>	<b>Design and develop</b> a cloud-enabled solution using online collaboration and cloud development tools (e.g., Google Apps, IBM Cloud, Amazon EC2).(PO2)(PO4)(PO5)
<b>Unit-1</b>	<b>Evolution</b> - Cloud Computing, Hardware, Internet and Software, Virtualization. Cloud service Attributes: Access to the cloud, Cloud Hosting, Information technology support. Characteristics of Cloud Computing: Rapid Elasticity, Pay per use, Independent Resource Pooling, Network Access, Web Services on Cloud	
<b>Unit-2</b>	<b>Cloud Delivery Models</b> - Infrastructure-as-a-Service, Platform-as-a-Service, Software-as-a-Service. Cloud Categories: Public Cloud, Private Cloud, Hybrid Cloud, Community Cloud. Applications – Online Planning and Task Management –Event Management – CRM. Cloud Service Development tools - Word Processing, Databases, Storing and File Sharing on Cloud	
<b>Unit-3</b>	<b>Centralizing Email Communications</b> – Collaborating on Schedules - To-Do Lists, Contact Lists. Online Community development, Online collaboration tools for Projects, Cloud Computing for Business	
<b>Unit-4</b>	<b>Cloud Management Privacy and its relation to Cloud</b> -based Information Systems. Security in the Cloud: Data Security and Control, Provider Loss, Subpoenaed Data, Lack of Provider Security, Encryption. Common Standards in the Cloud, EndUser Access to the Cloud Computing, Cloud Pricing Models	
<b>Unit-5</b>	Web-based communication tools, Web Mail Services, Web Conference Tools, Social Networks and Groupware, collaborating via blogs and Wikis, IBM, Amazon Ec2, Google Apps for Business	
<b>Unit-6</b>	Ethical issues related to cloud computing, Legal and Ethical dimensions cases	
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. Kumar Saurahb, "Cloud Computing – Insights into new era infrastructure", Wiley India, 2nd Edition.</li> <li>2. John W. Rittinghouse and James F. Ransome, "Cloud Computing Implementation, Management and Security", CRC Press, Taylor &amp; Francis Group, Boca Raton London, 2010</li> </ol>	

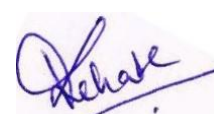


	<p>3. Michael Miller, "Cloud Computing: Web-Based applications That Change the Way You Work and Collaborate Online", Que Publishing, 2009</p> <p>4. Haley Beard, "Cloud Computing Best Practices for Managing and Measuring Processes for Ondemand Computing, Applications and Data Centers in the Cloud with SLAs", Emereo Pty Limited, July 2008</p>
<b>url links</b>	<ul style="list-style-type: none"><li>• <a href="https://www.geeksforgeeks.org/cloud-computing/characteristics-of-cloud-computing/">https://www.geeksforgeeks.org/cloud-computing/characteristics-of-cloud-computing/</a></li><li>• <a href="https://www.geeksforgeeks.org/cloud-computing/types-of-cloud/">https://www.geeksforgeeks.org/cloud-computing/types-of-cloud/</a></li><li>• <a href="https://www.studocu.com/in/document/thiruvalluvar-university/msccomputer-science/cloud-computing/8179358">https://www.studocu.com/in/document/thiruvalluvar-university/msccomputer-science/cloud-computing/8179358</a></li><li>• <a href="https://cloud.google.com/learn/what-is-cloud-data-security">https://cloud.google.com/learn/what-is-cloud-data-security</a></li><li>• <a href="https://www.scribd.com/document/524532706/cloud-computing-Unit-1">https://www.scribd.com/document/524532706/cloud-computing-Unit-1</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Apply and use of cloud-based tools in google drive or Microsoft virtual drive

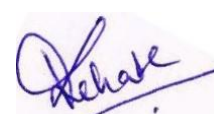


## BA3303: DATA MODELLING

Course Specification	Particulars					
Type	Elective				Credits	3
Semester	Sem-III				Offered in	Odd
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>● <i>Introduce the fundamental concepts and purpose of data modelling in business contexts.</i></li><li>● <i>Develop the ability to analyze and structure business data requirements.</i></li><li>● <i>Equip students with skills to design conceptual, logical, and physical data models.</i></li><li>● <i>Foster the understanding of database relationships and normalization techniques.</i></li><li>● <i>Enable students to apply data modelling for business intelligence and decision-making.</i></li><li>● <i>Familiarize students with data modelling tools and modern data architectures.</i></li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Define and recall key concepts, types, and terminologies of data modelling.(PO1)			
CO 101.2	UNDERSTANDING		Explain the structure and purpose of conceptual, logical, and physical models.(PO1,PO4)			
CO 101.3	APPLYING		Apply ER modelling techniques and normalization rules to real-world business data.(PO2,PO4)			
CO 101.4	ANALYSING		Analyze data requirements, relationships, and dependencies in business information systems.(PO4)			

CO 101.5	EVALUATING	Evaluate alternative data models and schemas based on efficiency, scalability, and integrity.(P01)
CO 101.6	CREATING	Design complete data models using appropriate tools for decision support systems or business processes.(P02,P03)
Unit-1	<b>Business Modelling:</b> Concept, scope and importance, Predictive Modelling, Prescriptive Modelling, Logic-Driven Models, Data-Driven Models	
Unit-2	<b>Supervised Learning:</b> Forecasting- Introduction, Types of Variation in Time Series Data, Simple Regression Model, Multiple Regression Models,	
Unit-3	<b>Decision Theory &amp; Decision Tree:</b> Decision Theory Model Elements, Types of Decision Environments, Decision Theory Formulation, Decision tree and Decision Tree Analysis.	
Unit-4	<b>Unsupervised Learning:</b> Clustering- Hierarchical Clustering, Dimensionality Reduction- Principal Component Analysis (PCA)	
Unit-5	<b>Introduction to Database Technologies:</b> Introduction to Database Management System, Relational Database Concepts, Architecture of Database Model, Concept of different types of Keys in Database management.	
Unit-6	<b>Normalization</b> - Define Normalization, Types of Normalization forms, Relationship, Types of Relationship, one to many and many – to – many relationship, Create an Entity Relationship Diagram.	
Suggested Books	<ol style="list-style-type: none"> <li>1. Taha H. A., Operations Research - An Introduction, Pearson/Prentice Hall, 2017.</li> <li>2. Anderson, D.R. Sweeney, D.J., Williams, T.A. and Martin, K., An Introduction to Management Science: Quantitative Approaches to Decision Making, Twelfth edition,</li> <li>3. Taylor, Bernard W., Introduction to Management Science, Pearson/Prentice Hall, 2016.</li> <li>4. Albright, Christian S. and Winston, Wayne L., Management Science Modelling, Thomson South-Western, 2005.</li> <li>5. F.S. Hillier and G.J. Lieberman, Introduction to Operations Research, Fifth edition, McGraw-Hill, 2001.</li> </ol>	
url links	<ul style="list-style-type: none"> <li>• <a href="http://www.investopedia.com/terms/b/businessmodel.asp">www.investopedia.com/terms/b/businessmodel.asp</a></li> <li>• <a href="https://www.geeksforgeeks.org/machine-learning/supervised-machine-learning/">https://www.geeksforgeeks.org/machine-learning/supervised-machine-learning/</a></li> <li>• <a href="https://www.geeksforgeeks.org/machine-learning/decision-tree/">https://www.geeksforgeeks.org/machine-learning/decision-tree/</a></li> <li>• <a href="https://www.geeksforgeeks.org/machine-learning/unsupervised-learning/">https://www.geeksforgeeks.org/machine-learning/unsupervised-learning/</a></li> </ul>	
SELF STUDY COMPONENT (SSC)	Situational-Based Business Model Building	



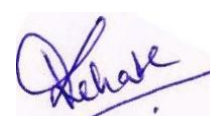
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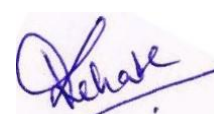
## **ELECTIVE -F- HEALTH CARE MANAGEMENT**

## HM4301: HOSPITAL PLANNING & ADMINISTRATION

Course Specification	Particulars					
Type	Open Elective				Credits	3
Semester	Sem-III				Offered in	Odd
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>• <i>Introduce students to the fundamental principles of hospital planning and design.</i></li><li>• <i>Develop knowledge of administrative processes essential for efficient hospital functioning.</i></li><li>• <i>Equip students with tools and techniques for quality management and operational planning in healthcare settings.</i></li><li>• <i>Enable understanding of regulatory and accreditation standards in hospital administration.</i></li><li>• <i>Foster analytical and strategic thinking for decision-making in hospital operations and planning.</i></li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Recall basic concepts, terminologies, and standards related to hospital planning and management..(PO1)			
CO 101.2	UNDERSTANDING		Explain the functions of hospital departments, infrastructure needs, and administrative protocols.(PO1)(PO2)			
CO 101.3	APPLYING		Apply planning guidelines in designing layouts and operational structures for healthcare facilities.(PO2)(PO4)			
CO 101.4	ANALYSING		Analyze interdepartmental dependencies, workflow efficiency, and patient flow management.(PO2)(PO4)			

<b>CO 101.5</b>	<b>EVALUATING</b>	Evaluate hospital quality systems, NABH/NABL standards, and operational efficiency models(P02)(P04)
<b>CO 101.6</b>	<b>CREATING</b>	Design a basic hospital plan or administrative model addressing specific healthcare needs.(P02)(P05)
<b>Unit-1</b>	Types of Hospital Organization & Statutory Requirements for Planning. Steps in Hospital planning, Preparation of Schedule of Accommodation. Layout, Grouping, Zoning & Phasing of Activities. Circulation & Movements of Patients, Staff, Visitors	
<b>Unit-2</b>	Planning for : Out Patient Department/Accident/Emergency Indoor accommodation, Ward design, Bed wise planning, Equipment planning for special requirements of certain departments such as ICU, OT, Pediatric, Maternity ward. Planning for water supply, Electricity.	
<b>Unit-3</b>	Routine Admission/Discharge Procedures/Discharge Summary Hospital Utilization Statistics. Average Length of Stay (ALS), Bed Occupancy Rate, Turn Over Interval Daily Reports / Returns., Hospital Census, Matron's Report, Medical Officer's Report, Casualty Report, Medico-Legal Cases, Report from ICU / ICCU, Security Report, Maintenance Department , report, OT List	
<b>Unit-4</b>	<b>HR, Budgeting and Outsourcing in hospitals:</b> Duty Roster of various categories of Staff. Availability of materials · Critical Items, Stock Level, Procurement Methods. Administration of Patient Related Schemes  Medical Insurance Models (Cashless Benefit), CGHS, ECHS, CSMA, TPA, ESI.	
<b>Unit-5</b>	<b>Operations and Quality Management in Hospitals</b> <ul style="list-style-type: none"> <li>• Lean Six Sigma in healthcare</li> <li>• Quality tools (Kaizen, 5S, PDSA)</li> <li>• Infection control and methods</li> </ul> Hospital Security. Standard Operating Procedures (SOPs).	
<b>Unit-6</b>	<b>Hospital/Biomedical Waste Management</b> <b>Disaster Management/Disaster Plan:</b> Dealing with Crisis Situation. Mob violence, Bomb threat, Terrorist strike, Mass casualties, Political agitation, Prisoners.	

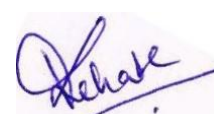





<b>Suggested Books</b>	<ul style="list-style-type: none"><li>• Hospital &amp; Nursing Homes: Planning, Organisation, &amp; Management –By Syed Amin Tabish – Jaypee Brothers, New Delhi.</li><li>• Principles of Hospital Administration &amp; Planning – By B.M. Sakharkar– Jaypee Brothers.</li></ul>
<b>url links</b>	<ul style="list-style-type: none"><li>• <a href="https://www.scribd.com/document/649286199/Unit-1-Hospital-Planning">https://www.scribd.com/document/649286199/Unit-1-Hospital-Planning</a></li><li>• <a href="https://law.resource.org/pub/in/bis/S09/is.12433.2.2001.pdf">https://law.resource.org/pub/in/bis/S09/is.12433.2.2001.pdf</a></li><li>• <a href="https://www.slideshare.net/slideshow/hospital-statistics-79835548/79835548">https://www.slideshare.net/slideshow/hospital-statistics-79835548/79835548</a></li><li>• <a href="https://www.ncbi.nlm.nih.gov/books/NBK599556/">https://www.ncbi.nlm.nih.gov/books/NBK599556/</a></li><li>• <a href="https://asdma.gov.in/download/modules/Hospital%20Preparedness%20and%20Mass%20Casualty%20Management_Operational%20Level.pdf">https://asdma.gov.in/download/modules/Hospital%20Preparedness%20and%20Mass%20Casualty%20Management_Operational%20Level.pdf</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Dealing with Crisis Situation: Mob violence, Bomb threat, Terrorist strike, Mass casualties, Political agitation, Prisoners.

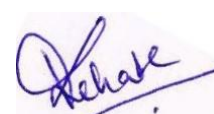
## HM4302: ETHICS & LEGAL ASPECTS IN HEALTH CARE ANALYSIS

Course Specification	Particulars					
Type	Elective				Credits	3
Semester	Sem-III				Offered in	Odd
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>• Familiarize students with ethical principles and values in healthcare delivery and analysis.</li><li>• Develop awareness of the legal framework governing healthcare institutions and data use.</li><li>• Equip students to identify and resolve ethical dilemmas in clinical and administrative settings.</li><li>• Enable understanding of patient rights, confidentiality, and professional accountability.</li><li>• Promote critical thinking for ethical decision-making and legal compliance in healthcare analytics.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Recall fundamental ethical theories, legal terms, and healthcare regulations.(PO1)			
CO 101.2	UNDERSTANDING		Explain the principles of bioethics, patient rights, and informed consent in healthcare.(PO1)(PO2)			
CO 101.3	APPLYING		Apply legal and ethical standards to case scenarios involving healthcare analytics or decisions.(PO2)(PO4)			



<b>CO 101.4</b>	<b>ANALYSING</b>	<b>Analyze</b> real-world dilemmas related to privacy, negligence, or malpractice in healthcare.(PO4)
<b>CO 101.5</b>	<b>EVALUATING</b>	<b>Evaluate</b> ethical risks and legal compliance in health data handling and decision-making.(PO2)(PO4)
<b>CO 101.6</b>	<b>CREATING</b>	<b>Design</b> ethical frameworks and policy guidelines for healthcare institutions or analytics teams.(PO2)(PO4)(PO5)
<b>Unit-1</b>	<b>Principles of Healthcare Management</b> - Health system overview, Management Principles, Stakeholder analysis (patients, providers and regulators) <b>Healthcare Laws, Ethics and Accreditation-</b> <ul style="list-style-type: none"> <li>• Clinical Establishment Act, MCI/NMC, PCPNDT,</li> <li>• NABH, NABL accreditation</li> <li>• Medical negligence and patient rights Bioethics and EOL care</li> </ul>	
<b>Unit-2</b>	<b>Medical Ethics in Healthcare</b> - Introduction to Medical Ethics, Importance of Medical ethics, Process of developing and implementing ethics and values in an institution Equity and Social Justice <b>Ethical Issues in Healthcare Technology</b> - Ethical implications of healthcare technology advancements, Patient data privacy and cybersecurity, Artificial intelligence and machine learning in healthcare, Telemedicine and virtual care ethics	
<b>Unit-3</b>	<b>Introduction &amp; Legal Procedures</b> - Court, Affidavit, Evidence, Complaint, Investigation, Oath, Offence, Warrant, Summons, Inquest, Criminal Courts in India and their powers General Important Legal Knowledge Pertaining to IPC, CRPC, Civil PC, Evidence Act, Minimum Wages Act, Provided Fund Act Medico-legal problems in relation to health administration	
<b>Unit-4</b>	<b>Laws related to Hospital and Medical Services</b> - Consumer Protection Act and Hospitals, Laws Related to Medical Procedures - Medical Termination of Pregnancy Act 1971(MTP Act), Prenatal Diagnostic Techniques, Regulations & Prevention of Misuse Act 1994 (PNDT Act),Transplantation of human organs Act 1994. MCI's Code of Conduct	
<b>Unit-5</b>	<b>Ethical Issues in Patient Care</b> - Patient autonomy and informed consent, End-of-life decision-making and euthanasia, Confidentiality and privacy in healthcare, Ethical issues in reproductive healthcare	
<b>Unit-6</b>	<b>Legal Issues in Healthcare Employment</b> - Employment contracts and legal obligations, Discrimination and harassment in healthcare workplaces, Whistleblowing and reporting mechanisms, Employment law compliance in healthcare organizations	
<b>Suggested Books</b>	Reference Book : Medical Ethics in Healthcare	

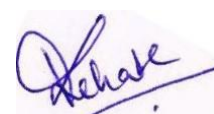




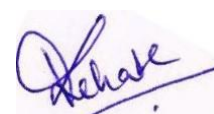
<b>url links</b>	<ul style="list-style-type: none"><li>• <a href="https://www.springerprofessional.de/en/health-care-management-principles-and-practice/50101772?tocPage=1">https://www.springerprofessional.de/en/health-care-management-principles-and-practice/50101772?tocPage=1</a></li><li>• <a href="https://www.ncbi.nlm.nih.gov/books/NBK535361/">https://www.ncbi.nlm.nih.gov/books/NBK535361/</a></li><li>• <a href="https://pmc.ncbi.nlm.nih.gov/articles/PMC7612237/">https://pmc.ncbi.nlm.nih.gov/articles/PMC7612237/</a></li><li>• <a href="https://www.bhu.ac.in/Content/Syllabus/Syllabus_300620200422100439.pdf">https://www.bhu.ac.in/Content/Syllabus/Syllabus_300620200422100439.pdf</a></li><li>• <a href="https://www.imalko.in/downloads/laws.pdf">https://www.imalko.in/downloads/laws.pdf</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Understanding of patient's right Euthanasia

**HM4303: PATIENT CARE SERVICES**  
**HEALTH INFORMATICS & DIGITAL HEALTH**

Course Specification	Particulars					
Type	Elective				Credits	3
Semester	Sem-III				Offered in	Odd
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>● Introduce students to the scope and quality parameters of patient care services in healthcare institutions.</li><li>● Explain the fundamentals of health informatics and its role in clinical and administrative decision-making.</li><li>● Familiarize students with digital health tools, electronic health records (EHRs), and health information systems.</li><li>● Develop competencies in managing patient-centered care using data and technology.</li><li>● Encourage critical evaluation of digital transformation, ethical concerns, and emerging trends in health informatics.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Recall basic terminologies and components of patient care, health informatics, and digital health..(PO1)			
CO 101.2	UNDERSTANDING		Describe the processes of clinical care delivery and the role of informatics in enhancing outcomes.(PO1) (PO2)			

<b>CO 101.3</b>	<b>APPLYING</b>	Apply digital tools like EHR, telemedicine, and HIS in patient care operations.(PO2) (PO4)
<b>CO 101.4</b>	<b>ANALYSING</b>	Analyze workflows, interoperability, and data flow in patient care systems.(PO2) (PO4)
<b>CO 101.5</b>	<b>EVALUATING</b>	Evaluate the impact of digital health interventions on quality, efficiency, and patient satisfaction(PO2) (PO4)
<b>CO 101.6</b>	<b>CREATING</b>	Design integrated solutions for digital patient care using informatics tools and ethical frameworks.(PO2) (PO5)
<b>Unit-1</b>	Introduction -Concept of patient care, factor involved in providing complete care from admission to discharge, hospital efficiency	
<b>Unit-2</b>	Administrative role - Role of medical and nursing superintended, hospital administrators, Medical officers, PRO's, management of patient's attendants	
<b>Unit-3</b>	Hospital record management - Introduction, purpose, uses and importance, Functions, medical forms and registers, Quality control	
<b>Unit-4</b>	<b>Digital transformation in healthcare</b> EMRs, HMIS, and telemedicine, Mobile health apps, AI in diagnostics, Data privacy and ethics	
<b>Unit-5</b>	Legal responsibilities - Introduction, general policies and procedure of the hospitals confidentiality maintained for patient records, legal aspects of medical record	
<b>Unit-6</b>	Practical application of patient care and various obstacles while administering the service.	
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. David, Llewellyne, McCauley., H.M,2015, Hospital Administration and planning J.P Brothers, New Delhi</li> <li>2. Kumar, Arun.2017, Encyclopedia of Hospital Administration and development. 6<sup>th</sup> Edition, Anmol Publication, New Delhi</li> <li>3. Tabish, syed Amin,2001, Hospital and Health Services Administration Principles and practice, Oxford Publishers, New Delhi Saxena, Manisha 2013, Hospital Management, Publishers Cbs</li> </ol>	
<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="https://pmc.ncbi.nlm.nih.gov/articles/PMC2655791/">https://pmc.ncbi.nlm.nih.gov/articles/PMC2655791/</a></li> <li>• <a href="https://www.mcgm.gov.in/irj/go/km/docs/documents/MCGM%20Department%20List/SethVCGandhiMAVoraMunicipalGeneralHospital/RTI%20Manuals/SethVC GandhiMAVoraMunicipalGeneralHospital_RTI_E03.pdf">https://www.mcgm.gov.in/irj/go/km/docs/documents/MCGM%20Department%20List/SethVCGandhiMAVoraMunicipalGeneralHospital/RTI%20Manuals/SethVC GandhiMAVoraMunicipalGeneralHospital_RTI_E03.pdf</a></li> </ul>	



	<ul style="list-style-type: none"><li>• <a href="https://www.accesscorp.com/blog/medical-records-management-overview/">https://www.accesscorp.com/blog/medical-records-management-overview/</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Practical – All Students Have To Visit A Private Hospital to understand Patient Care services.



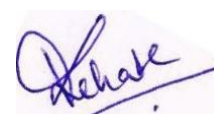
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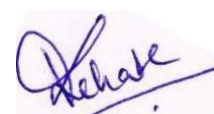
# SEMESTER IV

## C4401 AI IN BUSINESS DECISIONS

Course Specification	Particulars					
Type	Core				Credits	2
Semester	IV				Offered in	Even Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To provide conceptual knowledge of artificial intelligence and its relevance to modern business strategy.</li><li>To enable understanding of AI technologies like GenAI, LLMs, and autonomous agents in practical business use.</li><li>To develop ethical, strategic, and governance-oriented thinking related to AI adoption in organizations.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			

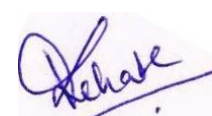



<b>CO 101.1</b>	<b>REMEMBERING</b>	Foundational AI concepts and terminologies relevant for business management (PO1)(PO5)
<b>CO 101.2</b>	<b>UNDERSTANDING</b>	AI strategies and adoption frameworks in organizational settings (PO1)(PO2)
<b>CO 101.3</b>	<b>APPLYING</b>	Generative AI, LLMs, and Agentic AI concepts to real-world business problems (PO2) (PO5)
<b>CO 101.4</b>	<b>ANALYSING</b>	AI use-cases across departments like HR, Finance, Marketing, and Operations (PO2)(PO4)
<b>CO 101.5</b>	<b>EVALUATING</b>	Ethical concerns, hallucinations, and governance practices associated with AI. (PO3) (PO4)
<b>CO 101.6</b>	<b>CREATING</b>	Formulate responsible AI strategy proposals for business deployment.(PO2) (PO5)
<b>Unit-1</b>	<b>Introduction to AI in Business:</b> Definition, evolution and scope of Artificial Intelligence AI vs Traditional Automation and Analytics; Types of AI: Narrow AI, General AI, Generative AI Role of AI in modern business decisions; Overview of AI capabilities and terminology	
<b>Unit-2</b>	<b>AI Strategy and Organizational Adoption:</b> Strategic role of AI in digital transformation Developing an AI roadmap: identifying use-cases, evaluating feasibility, calculating ROI AI readiness: infrastructure, data, people, leadership Change management and AI adoption barriers. Case Studies: How leading organizations implement AI for competitive advantage	



<b>Unit-3</b>	<b>Generative AI and Large Language Models:</b> Introduction to Generative AI and LLMs (e.g., GPT, Llama) Prompt engineering fundamentals (basic) Applications of LLMs: summarization, content creation, virtual assistants Tools: ChatGPT, Notion AI (conceptual overview only), Concept of RAG (Retrieval Augmented Generation)
<b>Unit-4</b>	<b>Agentic AI and Autonomous,</b> Decision Systems: Concept of AI agents and agentic workflows How autonomous agents work in dynamic business contexts Use-cases: customer support bots, workflow automation, meeting scheduling Strategic considerations: when to deploy agents vs. traditional AI systems
<b>Unit-5</b>	<b>AI in Business Functions:</b> Functional Applications: 1. Marketing: segmentation, personalization 2. HR: talent analytics, resume screening 3. Finance: fraud detection, forecasting 4. Operations: inventory optimization, predictive maintenance Sectoral. Case Studies: Retail, Banking, Logistics, Healthcare
<b>Unit-6</b>	<b>AI Risks, Ethics and Governance:</b> Ethical AI: fairness, transparency, accountability, data privacy AI hallucinations and misinformation Legal risks and regulatory trends (EU AI Act, India's DPDP Bill brief) Governance frameworks: human-in-the-loop, AI usage policies, audit mechanisms Role of managers in enforcing responsible AI
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. Prediction Machines: The Simple Economics of Artificial Intelligence, by Ajay Agrawal, Joshua Gans, and Avi Goldfarb (Harvard Business Review Press)</li> <li>2. AI Superpowers: China, Silicon Valley, and the New World Order by Kai-Fu Lee (Houghton Mifflin Harcourt)</li> <li>3. Artificial Intelligence for Managers: Leverage the Power of AI to Transform Organizations &amp; Reshape Your Career, by Thomas H. Davenport and Rajeev Ronanki (Harvard Business Review Press)</li> <li>4. The Executive Guide to AI, by Andrew Burgess (Palgrave Macmillan)</li> <li>5. Artificial Intelligence: What Everyone Needs to Know, by Jerry Kaplan (Oxford University Press)</li> </ol>



<b>url links</b>	<ul style="list-style-type: none"><li><a href="https://hbr.org/topic/subject/generative-https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-state-of-ahhttps://youtu.be/9RvWcXVaAng?si=2Y7AY_G0a0rCu021https://www.youtube.com/live/TAJiQK923Wk?si=6QmOrNLyOCyP0ivxhhttps://youtu.be/a29lyTt1fgY?si=DpD80wxi4Ze30tbhttps://www.youtube.com/live/5MWT_doo68k?si=eoFTPI78zu-KUUvI">https://hbr.org/topic/subject/generative-https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-state-of-ahhttps://youtu.be/9RvWcXVaAng?si=2Y7AY_G0a0rCu021https://www.youtube.com/live/TAJiQK923Wk?si=6QmOrNLyOCyP0ivxhhttps://youtu.be/a29lyTt1fgY?si=DpD80wxi4Ze30tbhttps://www.youtube.com/live/5MWT_doo68k?si=eoFTPI78zu-KUUvI</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Write a short “AI strategy memo” for a fictional company planning to adopt AI. Choose one functional area (Marketing, HR, Finance, or Operations), identify a relevant AI tool (e.g., chatbot, LLM, GenAI dashboard), explain its expected benefits, and mention two ethical or organizational concerns management should consider. Helps build practical thinking and awareness of real-world AI use.



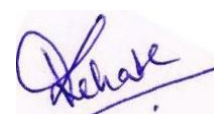
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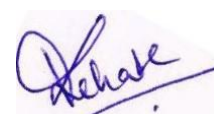
## SEM IV --FINANCE

## F4404 APPLIED BEHAVIOURAL FINANCE

Course Specification	Particulars					
Type	Elective				Credits	03
Semester	SEM-IV				Offered in	EVEN
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material, & Numerical Problems based on Case Studies.
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>Understand core principles of behavioural finance.</li><li>Apply descriptive and inferential statistics to behavioural data.</li><li>Identify common investor biases and their quantitative impacts.</li><li>Design simple models to simulate decision-making under risk and uncertainty.</li><li>Develop practical skills through case studies, Excel exercises, and mini projects.</li></ul>					
Course Outcomes: On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Recall and describe key behavioural finance concepts and biases. (PO1 PO4)			
CO 101.2	UNDERSTANDING		Explain how investor psychology affects financial markets.(PO1 PO2)			
CO 101.3	APPLYING		Use quantitative tools to analyse behavioural patterns.(PO2 PO5)			
CO 101.4	ANALYSING		Identify and interpret biases in investor data.(PO2 PO4)			
CO 101.5	EVALUATING		Evaluate investment strategies in light of behavioural insights. (PO3 PO2)			

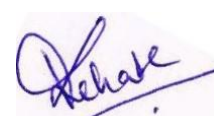



<b>CO 101.6</b>	<b>CREATING</b>	Develop and present solutions to mitigate behavioural biases. (P03 P05)
<b>Unit-1</b>	<b>INTRODUCTION TO BEHAVIOURAL FINANCE:</b> - Traditional vs. behavioral finance, History and development, Efficient Market Hypothesis vs. behavioural critique, Bounded rationality and heuristics.	
<b>Unit-2</b>	<b>COMMON BEHAVIOURAL BIASES:</b> - Overconfidence bias, Herd behaviour, Loss aversion & Prospect Theory, Mental accounting.	
<b>Unit-3</b>	<b>QUANTITATIVE TOOLS FOR BEHAVIOURAL DATA:</b> - <b>Descriptive</b> stats: mean, median, mode, variance, Hypothesis testing basics, Correlation and simple regression Behavioral data collection methods (surveys, experiments).	
<b>Unit-4</b>	<b>BEHAVIOURAL BIASES IN PORTFOLIO MANAGEMENT:</b> - Investor behavior & market anomalies, Biases in portfolio allocation, Active vs. passive decision-making traps, Behavioural aspects of asset bubbles.	
<b>Unit-5</b>	<b>BEHAVIOURAL CORPORATE FINANCE:</b> - <b>Managerial</b> biases in capital budgeting, Overconfidence in mergers & acquisitions, Irrational corporate investment patterns, Behavioural issues in dividend policies.	
<b>Unit-6</b>	<b>NUDGING AND BEHAVIOURAL SOLUTIONS:</b> - Introduction to Nudging theory, Choice architecture in finance, Behavioural interventions for investors & firms, Practical solutions to reduce bias impact.	
<b>Suggested Books</b>	<i>Behavioural Finance: Psychology, Decision-Making, and Markets</i> by Lucy Ackert & Richard Deaves <i>Misbehaving: The Making of Behavioural Economics</i> by Richard H. Thaler.	
<b>URL Links</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.investopedia.com/terms/b/behavioralfinance.asp">https://www.investopedia.com/terms/b/behavioralfinance.asp</a></li> <li>• <a href="https://www.cfainstitute.org/en/research/foundation/2019/behavioral-finance">https://www.cfainstitute.org/en/research/foundation/2019/behavioral-finance</a></li> <li>• <a href="https://www.oecd.org/gov/regulatory-policy/behavioural-insights.htm">https://www.oecd.org/gov/regulatory-policy/behavioural-insights.htm</a></li> </ul>	
<b>SELF STUDY COMPONENT (SSC)</b>	<b>Mini Project</b> <ul style="list-style-type: none"> <li>• Groups choose a real-world behavioural finance problem</li> <li>• Collect basic data (surveys, historical cases)</li> <li>• Analyse, interpret, and present findings with practical recommendations</li> </ul>	

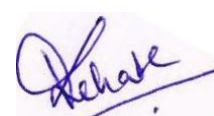



**F4305: STRATEGIC INVESTMENTS & PORTFOLIO OPTIMIZATION**

Course Specification	Particulars					
Type	Elective				Credits	03
Semester	SEM-IV				Offered in	EVEN
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material, & Numerical Problems based on Case Studies.
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To introduce the foundational principles, asset classes, and portfolio construction frameworks essential for making strategic investment decisions across equity, debt, and alternative markets.</li><li>To develop the ability to critically assess risk-return profiles and optimize portfolio allocation using modern financial theories such as CAPM, APT, and Efficient Frontier analysis.</li><li>To enable application of fundamental and technical analysis tools for selecting securities and timing market entry/exit across diversified asset classes including crypto and global markets.</li><li>To evaluate portfolio performance using advanced metrics such as Sharpe, Treynor, Jensen Alpha, and attribution analysis for informed decision-making and performance benchmarking.</li><li>To integrate portfolio optimization techniques with real-time financial data, analytics platforms, and simulation tools for preparing students to navigate dynamic investment environments.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Define key concepts and terminologies related to investments, portfolio management, diversification, risk, return, and market theories.(P01)(P04)			
CO 101.2	UNDERSTANDING		Explain the mechanics of fundamental and technical analysis, as well as portfolio construction models like CAPM and			

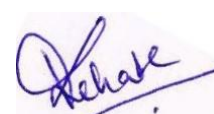



		<b>APT.(P01)(P02)</b>
<b>CO 101.3</b>	<b>APPLYING</b>	<b>Apply</b> financial models and strategies to construct, manage, and rebalance investment portfolios across equity, debt, and crypto assets. <b>(P02)(P04)</b>
<b>CO 101.4</b>	<b>ANALYSING</b>	<b>Analyse</b> performance metrics, asset correlations, and risk-return trade-offs using real-time market data and analytics tools. <b>(P01)(P02)</b>
<b>CO 101.5</b>	<b>EVALUATING</b>	<b>Evaluate</b> portfolio performance using quantitative metrics such as Sharpe Ratio, Treynor Ratio, Jensen Alpha, and Fama's Net Selectivity. <b>(P02)(P05)</b>
<b>CO 101.6</b>	<b>CREATING</b>	<b>Design</b> optimized portfolios and build interactive investment dashboards using tools like Excel Copilot, Power BI, or Python for decision support. <b>(P02)(P05)</b>
<b>Unit-1</b>	<b>Setting the Compass – Fundamental Valuation Navigation</b> Intrinsic Value Estimation, Qualitative vs Quantitative Fundamental Analysis, Comparative Analysis: Traditional Equities vs Digital Assets, Evaluating Moats, Multiples, and Macro Indicators, Analysing and valuing a listed equity and one crypto project using the fundamental framework.	
<b>Unit-2</b>	<b>Charting the Route – Technical Maps &amp; Signals</b> Candlestick Patterns and Live Charting, Trend Analysis: Price, Volume, and Momentum, Oscillators & Moving Averages, Support & Resistance Zones across asset classes, Technical Analysis of Crypto Markets, <b>Live Simulation through</b> Trade Logbook using Paper Trading Platforms	
<b>Unit-3</b>	<b>Wisdom of the Path – Theories of Market Behaviour</b> Efficient Market Hypothesis: Weak, Semi-Strong & Strong Forms, Random Walk Theory, Behavioural Finance Glimpses, Empirical Evidence & Market Anomalies, Applying EMH to Real World Bubbles like Dotcom, 2008, Crypto	
<b>Unit-4</b>	<b>Portfolio Packing – Asset Allocation Strategy</b> Portfolio Objectives & Constraints, Selection Criteria and Size, Diversification Principles, Strategic vs Tactical Allocation, Timing Decisions for Entry & Exit, Designing and simulating portfolios using online allocators	
<b>Unit-5</b>	<b>Optimization Lab – Models, Math &amp; Mind</b> Portfolio Theories: Markowitz, CAPM, APT, The Risk Function and Efficient Frontier, Dow Theory, Martingale, Random Walk (Advanced), Formulae Investing & Smart Beta, Calculating Beta, Alpha, Portfolio Variance, and Sharpe Ratios	
<b>Unit-6</b>	<b>The Summit – Measuring the Climb</b> Performance Metrics: Treynor, Sharpe, Jensen, Fama's Net Selectivity, Fama's Net Selectivity, Rebalancing Strategies, Evaluating a live mutual fund or PMS using all performance tools	
<b>Suggested Books</b>	1. <b>Chandra, P.</b> (2022). <i>Investment Analysis and Portfolio Management</i> (7th ed.). McGraw-Hill Education. 2. <b>Kevin, S.</b> (2022). <i>Security Analysis and Portfolio Management</i> (3rd ed.). PHI Learning Pvt. Ltd.	



	<p>3. <b>Avadhani, V. A.</b> (2023). <i>Investment Analysis and Portfolio Management</i> (2nd ed.). Himalaya Publishing House.</p> <p>4. <b>Singh, P.</b> (2023). <i>Investment Management: Security Analysis and Portfolio Management</i> (21st ed.). Himalaya Publishing House.</p> <p>5. <b>Ranganatham, M., &amp; Madhumathi, R.</b> (2023). <i>Investment Analysis and Portfolio Management</i> (2nd ed.). Pearson Education India.</p>
<b>URL Links</b>	<ul style="list-style-type: none"> <li>• <a href="https://archive.nptel.ac.in/content/syllabus_pdf/110105036.pdf">https://archive.nptel.ac.in/content/syllabus_pdf/110105036.pdf</a></li> <li>• <a href="https://www.icai.org/post/19157">https://www.icai.org/post/19157</a></li> <li>• <a href="https://live.icai.org/bos/vcc/pdf/Template for Live Classes Diwas Gupta Portfolio Mgt.pdf">https://live.icai.org/bos/vcc/pdf/Template for Live Classes Diwas Gupta Portfolio Mgt.pdf</a></li> <li>• <a href="https://www.nism.ac.in/curriculum-nism-series-xxi-b-portfolio-managers-certification-examination/">https://www.nism.ac.in/curriculum-nism-series-xxi-b-portfolio-managers-certification-examination/</a></li> <li>• <a href="https://archive.org/download/cfa_book/CFA%20LV1%202025%20-%20Volume%2009%20-%20Portfolio%20Management.pdf">https://archive.org/download/cfa_book/CFA%20LV1%202025%20-%20Volume%2009%20-%20Portfolio%20Management.pdf</a></li> </ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Back-testing a Multi-Asset Portfolio Using Generative AI.





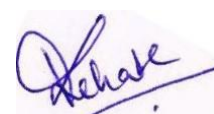
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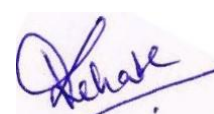
## **ELECTIVE –B HUMAN RESOURCE**

### H4304: LEARNING & DEVELOPMENT

Course Specification	Particulars					
Type	Elective				Credits	03
Semester	SEM-IV				Offered in	EVEN
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material, & Numerical Problems based on Case Studies.
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>● To develop understanding of the strategic role of learning and development (L&amp;D) in organizations.</li><li>● To explore the process of training need assessment, design, implementation, and evaluation.</li><li>● To understand various learning theories and their applications in employee development.</li><li>● To equip students with knowledge of instructional design and training delivery methods.</li><li>● To examine the role of technology and e-learning in modern L&amp;D practices.</li><li>● To enable students to critically evaluate and design training programs for organizational effectiveness.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Recall fundamental concepts and importance of learning and development in organizations.(PO1)			
CO 101.2	UNDERSTANDING		Explain various learning theories, styles, and adult learning principles applicable in workplace settings.(PO1)(PO2)			
CO 101.3	APPLYING		Apply tools for conducting training needs assessment and link them to organizational strategies.(PO1)(PO2)(PO4)			

<b>CO 101.4</b>	<b>ANALYSING</b>	Analyze training methods and instructional designs to match learning needs.(PO4)(PO5)
<b>CO 101.5</b>	<b>EVALUATING</b>	Evaluate the effectiveness of training programs using models like Kirkpatrick and ROI analysis.(PO2)(PO4)
<b>CO 101.6</b>	<b>CREATING</b>	Design and create a comprehensive learning and development plan for an organization.(PO2)(PO4)(PO5)
<b>Unit-1</b>	<b>Introduction to Learning and Development</b> Definition, Scope, and Significance of L&D, Evolution of Training and Development, HRD and its interface with L&D, Strategic role of L&D, Learning vs. Training	
<b>Unit-2</b>	<b>Learning Theories and Principles</b> Adult Learning Principles (Andragogy), Learning Styles (Kolb, VARK, Honey & Mumford), Theories of Learning – Behaviorism, Cognitivism, Constructivism, Social Learning, Motivation and Learning	
<b>Unit-3</b>	<b>Training Needs Assessment (TNA)</b> Organizational, Task, and Person Analysis, Techniques of TNA – Surveys, Interviews, Focus Groups, Observation, Competency Mapping, Linking TNA to Business Objectives	
<b>Unit-4</b>	<b>Training Design and Methods</b> Instructional System Design (ISD), ADDIE Model, Designing a Training Module, Training Methods – On-the-job, Off-the-job, Simulation, Case Study, Role Play, Experiential Learning, Blended Learning and Microlearning	
<b>Unit-5</b>	<b>Training Implementation and Facilitation</b> Preparing the Training Environment, Trainer's Role and Competencies. Delivery Techniques – Face-to-Face, Online, Hybrid, Managing Logistics, Budgets, and Training Materials, Learner Engagement Strategies	
<b>Unit-6</b>	<b>Evaluation and ROI of Training</b> Kirkpatrick's Four-Level Model, Phillips' ROI Model, Learning Analytics, Post-Training Support and Transfer of Learning, Challenges in Evaluation	
<b>Suggested Books</b>	1. P. Nick Blanchard & James W. Thacker , Effective Training-Systems, Strategies, and Practices, 3rd edition, Pearson Education. 2. Raymond A Noe, Employee Training and Development, McGraw Hill. 3. Dr. B. Rathana Reddy , Effective Human Resource Training and Development Strategy, Himalaya Publication House	
<b>URL Links</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.aihr.com/blog/learning-and-development/">https://www.aihr.com/blog/learning-and-development/</a></li> <li>• <a href="https://www.simplypsychology.org/learning-kolb.html">https://www.simplypsychology.org/learning-kolb.html</a></li> <li>• <a href="https://www.aihr.com/blog/training-needs-analysis/">https://www.aihr.com/blog/training-needs-analysis/</a></li> <li>• <a href="https://www.arlo.co/blog/training-delivery-methods">https://www.arlo.co/blog/training-delivery-methods</a></li> <li>• <a href="https://www.talentlms.com/blog/addie-training-model-definition-stages/">https://www.talentlms.com/blog/addie-training-model-definition-stages/</a></li> <li>• <a href="https://whatfix.com/blog/phillips-roi-model/">https://whatfix.com/blog/phillips-roi-model/</a></li> </ul>	

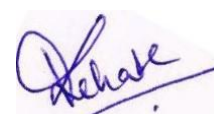





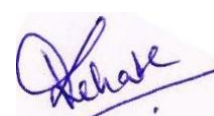
<b>SELF STUDY COMPONENT (SSC)</b>	Designing a training program for various business sectors. (FMCG/IT/Pharmaceutical/Healthcare/Hospitality)
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## H4405: SOCIAL SECURITY LAWS

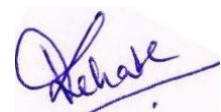
Course Specification	Particulars					
Type	Elective				Credits	03
Semester	SEM-IV				Offered in	EVEN
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material, & Numerical Problems based on Case Studies.
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>● To familiarize students with the concept, scope, and importance of social security in India.</li><li>● To provide knowledge of key labor welfare legislations related to employee benefits.</li><li>● To explain the structure and functioning of statutory social security schemes.</li><li>● To build understanding of the rights, obligations, and compliance requirements under these laws.</li><li>● To assess the impact of these laws on organizational policies and employee welfare.</li><li>● To develop critical and legal reasoning skills through case laws and real-life applications.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Recall fundamental concepts and objectives of social security laws in India.(PO1)			
CO 101.2	UNDERSTANDING		Understand the provisions and structure of major social security legislations including the Social Security Code 2020.(PO1)(PO2)			
CO 101.3	APPLYING		Apply the rules and compliance procedures of ESI, PF,			

		Gratuity, and Maternity Acts to workplace scenarios.(PO2)(PO4)
<b>CO 101.4</b>	<b>ANALYSING</b>	<b>Analyze</b> the legal implications of social security laws on employee welfare and employer obligations.(PO1).(PO2)(PO4)
<b>CO 101.5</b>	<b>EVALUATING</b>	<b>Evaluate</b> the effectiveness and coverage of social security mechanisms in addressing employee needs.(PO2).(PO3)(PO4)
<b>CO 101.6</b>	<b>CREATING</b>	<b>Design</b> a compliant and inclusive social security policy for an organization considering legal and ethical aspects.(PO3).(PO4)(PO5)
<b>Unit-1</b>	<b>Introduction to Social Security in India</b> Concept, Objectives, and Need for Social Security, Evolution of Social Security in India, Constitutional Provisions: Directive Principles of State Policy, International Labour Organization (ILO) and Social Security.	
<b>Unit-2</b>	<b>The Code on Social Security, 2020</b> Overview and Salient Features of the Code, Key Definitions: Employee, Wages, Establishment, Applicability and Coverage, Unification and Simplification of Social Security Laws.	
<b>Unit-3</b>	<b>Provident Fund and Pension Schemes</b> Employees' Provident Fund and Miscellaneous Provisions Act, 1952, EPFO and its Role, Employees' Pension Scheme (EPS), Employee Deposit Linked Insurance (EDLI).	
<b>Unit-4</b>	<b>Employees' State Insurance and Gratuity</b> Employees' State Insurance Act, 1948 – Applicability and Benefits, ESI Corporation and Fund Management, Payment of Gratuity Act, 1972 – Eligibility, Calculation, and Exemptions, Recent Amendments.	
<b>Unit-5</b>	<b>Maternity Benefit and Employee Compensation</b> Maternity Benefit Act, 1961 – Provisions and Employer Responsibilities, Employee's Compensation Act, 1923 – Liability, Compensation Mechanism, Social Security for Gig and Platform Workers (as per Code 2020), Occupational Health and Safety	
<b>Unit-6</b>	<b>Compliance, Challenges, and Future of Social Security</b> Administration and Enforcement of Social Security Laws, Filing Returns, Registers, and Penalties, Challenges in Implementation, Reforms and Future Directions – Digital Platforms, Universal Social Security, Case Studies and Judicial Trends	
<b>Suggested Books</b>	1. Dynamics of Industrial Relations in India, Mamoria, C. B. & Mamoria, S.16th Edition, 2019, Himalaya Publishing House 2. A M Sarma, Industrial Jurisprudence and Labour Legislation, Himalaya Publishing 3. Srivastava, 'Industrial Relations and Labour laws', Vikas, 4th edition, 2000	

<b>URL Links</b>	<ul style="list-style-type: none"> <li>• <a href="https://blog.ipleaders.in/social-security-and-its-relevance-under-labour-legislation-in-india/">https://blog.ipleaders.in/social-security-and-its-relevance-under-labour-legislation-in-india/</a></li> <li>• <a href="https://labour.gov.in/sites/default/files/ss_code_gazette.pdf">https://labour.gov.in/sites/default/files/ss_code_gazette.pdf</a></li> <li>• <a href="https://www.epfindia.gov.in/site_docs/PDFs/Downloads/PDFs/EPFAct1952.pdf">https://www.epfindia.gov.in/site_docs/PDFs/Downloads/PDFs/EPFAct1952.pdf</a></li> <li>• <a href="https://labour.gov.in/sites/default/files/theemployeesact1948_0.pdf">https://labour.gov.in/sites/default/files/theemployeesact1948_0.pdf</a></li> <li>• <a href="https://labour.gov.in/sites/default/files/the_maternity_benefit_act_1961_0.pdf">https://labour.gov.in/sites/default/files/the_maternity_benefit_act_1961_0.pdf</a></li> <li>• <a href="https://webapps.ilo.org/public/english/standards/relm/ilc/ilc89/pdf/rep-vi.pdf">https://webapps.ilo.org/public/english/standards/relm/ilc/ilc89/pdf/rep-vi.pdf</a></li> </ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Payment of Gratuity Act.



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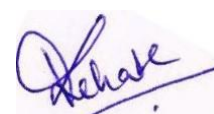


## **ELECTIVE –C- MARKETING**

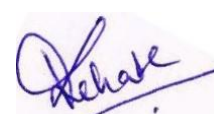


## M4404 SALES & DISTRIBUTION MANAGEMENT

Course Specification	Particulars					
Type	Elective				Credits	3
Semester	Sem-IV				Offered in	Even Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	The objective of the course is to develop an understanding of Sales and distribution with emphasis on various aspects of Sales and Distribution Management					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Recall and define personal selling (P01)			
CO 101.2	UNDERSTANDING		Explain the types of products and its unique selling criteria. (P01) (P02)			
CO 101.3	APPLYING		Apply the Sales technique in order to enhance sales (P03)			
CO 101.4	ANALYSING		Analyse the sales reports, sales budget and sales forecasting (P03, P04)			
CO 101.5	EVALUATING		Assess the competitors / clients approach towards sales and countering customer's queries. (P04)			
CO 101.6	CREATING		Creating new sales techniques in order to tackle difficult customers. (P05)			
Unit-1	Sales Management; Objectives and Functions, Setting up a sales organization, Personal Selling.					

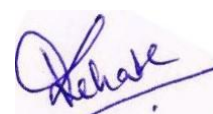



<b>Unit-2</b>	Management of Sales force, Recruitment & Selection, Training, Motivation and Evaluation, Compensating Sales Force. Creating awareness with respect to selling of goods through ethical means.
<b>Unit-3</b>	Sales forecasting, Territory Management, Sales Budget, Sales Quota, Sales reports (various types)
<b>Unit-4</b>	Distribution Management, Design of Distribution Channel, Channel Conflict, Co-operation & Competition.
<b>Unit-5</b>	Order processing, Transportation, warehousing, inventory, market logistics decision, SCM.
<b>Unit-6</b>	Sales of consumer goods, sales of industrial products, sales of premium products. How to conduct a call while in a job of sales?
<b>Suggested Books</b>	<ol style="list-style-type: none"> <li>1. Still, Cundiffs, Govani, Sales Management, Pearson</li> <li>2. S.L. Gupta , Sales &amp; Distribution Management, Excel Books</li> <li>3. Chunawala, Sales &amp; Distribution Management, HPH</li> <li>4. Sales &amp; Distribution Management – Tapan Panda and Sunil Sahadev – Oxford University Press</li> <li>5. Sales and Distribution Management – Texts and Cases – 3<sup>rd</sup> Edition – Krishna Havaladar and Vasant Cavale – J.B. Books Sellers &amp; Distributor</li> </ol>
<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.youtube.com/watch?v=2mCmpj_V2o8">https://www.youtube.com/watch?v=2mCmpj_V2o8</a></li> <li>• <a href="https://www.youtube.com/watch?v=GrERi664Gaw">https://www.youtube.com/watch?v=GrERi664Gaw</a></li> <li>• <a href="https://www.youtube.com/watch?v=CtdvdyJDMnQ">https://www.youtube.com/watch?v=CtdvdyJDMnQ</a></li> <li>• <a href="https://www.youtube.com/watch?v=naCb_UPOEhg">https://www.youtube.com/watch?v=naCb_UPOEhg</a></li> <li>• <a href="https://www.youtube.com/watch?v=EXJJ1sbUCmY">https://www.youtube.com/watch?v=EXJJ1sbUCmY</a></li> </ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Don't Sell Make them Buy : Upgrade Your Selling Skills – R. Mukund – Om Books International

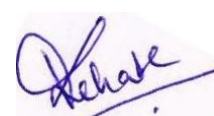



## C4405- MARKETING OF SERVICES

Course Specification	Particulars					
Type	Elective				Credits	3
Semester	Sem-IV				Offered in	Even Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Through Preparatory material/Q&A Sessions/ Case analysis/Practical components
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To provide an understanding of the unique characteristics and challenges of marketing services as opposed to physical goods.</li><li>To familiarize students with the concepts, frameworks, and strategies relevant to service marketing.</li><li>To develop skills in designing and delivering high-quality service experiences to enhance customer satisfaction</li><li>To examine consumer behavior in service contexts and apply this understanding to marketing decisions.</li><li>To explore the importance of relationship marketing, customer loyalty, and service recovery strategies.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES- Students will be able to:			
CO 3405.1	REMEMBERING		Recall meaning of services with their characteristics(PO1)			
CO 3405.2	UNDERSTANDING		Explain influential factors of consumer buying behaviour in context of services(PO2,PO4)			
CO 3405.3	APPLYING		Apply the marketing tactics of the Services in real life scenario.(PO1,PO4)			

<b>CO 3405.4</b>	<b>ANALYSING</b>	<b>Analyse</b> and classify Physical and Electronic Distribution Channels.(PO2,PO4)
<b>CO 3405.5</b>	<b>EVALUATING</b>	<b>Evaluate</b> Consumer Behavior in Services.(PO4)
<b>CO 3405.6</b>	<b>CREATING</b>	<b>Create</b> an experiential learning of Service Management.(PO4,PO5)
<b>Unit-1</b>	<b>Introduction to Services:</b> Service Definition, The Significance of Marketing in Delivering Services, Understanding the Characteristics of Services. Categorization of Services, Marketing Environment for Services, Quality of Services. Models for Service Quality.	
<b>Unit-2</b>	<b>Understanding Consumer Behaviour in Services:</b> Evaluate Consumer Decision Making, Influential Factors on Buyer Behaviour, Recognise Customer Expectations, Analyse Customer Perceptions. Understand Customer Complaint Behaviour. Dealing with Service failure and designing service recovery strategies	
<b>Unit-3</b>	<b>Physical and Electronic Distribution Channels:</b> Define Service Triangle, Distribution Channels for Services, Physical Delivery of Services. Understand the objectives of Physical Service Distribution, Electronic Channels and their Service Delivery Process. Define e-Services, Increasing Significance of e-Services. The significance of the Internet in Services, The importance of Technology in Service Marketing.	
<b>Unit-4</b>	<b>Service Development and Design:</b> New service development, service blue printing, customer defined service standards, physical evidence and service scape	
<b>Unit-5</b>	<b>Service Promotions:</b> Creating an Integrated Communication Program, Recommendations for Service Communication. Define Advertisement, Define Public Relations, Define Sales Promotion.	
<b>Unit-6</b>	<b>Service Management:</b> Process, People, Demand, and Productivity. Service Operations administration, Establishing an adaptable service organization.	
<b>Suggested Books</b>	1. Services Marketing by Govind Apte, Oxford University Press 2. Services Marketing by Harsh Verma, Person Publication 3. Services Marketing by Vinnie Jauhari, Oxford University Press 4. Services Marketing and Management by B. Balaji, S. Chand Publications.	
<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="https://youtu.be/acYW88DJPgo?si=E6n0DMaPFdJxY9RJ">https://youtu.be/acYW88DJPgo?si=E6n0DMaPFdJxY9RJ</a></li> <li>• <a href="https://youtu.be/Bh-cxnJwgyo?si=2aw6S9jfwmlDYT-K">https://youtu.be/Bh-cxnJwgyo?si=2aw6S9jfwmlDYT-K</a></li> <li>• <a href="https://youtu.be/zHv9UDPx_dI?si=_dUUGMqFk8x9rJKG">https://youtu.be/zHv9UDPx_dI?si=_dUUGMqFk8x9rJKG</a></li> <li>• <a href="https://youtu.be/MlgZl5JC8Jk?si=JZynEBYG-8QUPr_G">https://youtu.be/MlgZl5JC8Jk?si=JZynEBYG-8QUPr_G</a></li> </ul>	



	<ul style="list-style-type: none"><li>• <a href="https://youtu.be/UG-FIJ03HEM?si=fwQa4FPMpW1TPAAG">https://youtu.be/UG-FIJ03HEM?si=fwQa4FPMpW1TPAAG</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	Task for experiential learning- Analysing your personal experiences of service failure and response of service providers with respect to its service recovery.



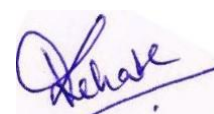
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# **ELECTIVE –D- OPERATIONS & LOGISTICS**

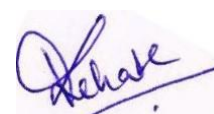
## 04404: SERVICE OPERATION MANAGEMENT

Course Specification	Particulars					
Type	Elective				Credits	3
Semester	Sem-IV				Offered in	Even Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher’s Assessment	Total Marks	Mode of Study	Through Classroom Case discussion
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To develop a comprehensive understanding of service design, execution, and continuous improvement across various industries.</li><li>To align service operations strategically with customer expectations and overall business objectives.</li><li>To analyse and manage service delivery systems from a systemic and integrative perspective.</li><li>To explore effective management of infrastructure, capacity, technology, and human resources in service organizations.</li><li>To enhance decision-making and operational excellence in service environments through practical frameworks and models.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 102.1	REMEMBERING		Recall the fundamental concepts of services, their nature, role in the economy, and their positioning in the value chain.(P01 P04)			
CO 102.2	UNDERSTANDING		Describe the key components of service infrastructure including facility design, location, outsourcing, technology integration, and human factors.(P01 P02)			
CO 102.3	APPLYING		Apply concepts of customer expectations, service planning, and inventory management to optimize service delivery and customer satisfaction. (P02 P05)			



CO 102.4	ANALYSING	Analyze demand forecasting, capacity management, and service growth strategies in globalized service environments.(P02 P04)
CO 102.5	EVALUATING	Evaluate the impact of new-age technologies like AI, cloud computing, and robotics on service operations and strategic outcomes.(P03 P02)
CO 102.6	CREATING	Develop innovative service delivery models incorporating legal compliance, CRM, and modern service infrastructure to close expectation-delivery gaps.(P03 P05)
Unit-1	<b>Introduction:</b> Nature & Role of Services in Economy, Service Operations and their Management Fundamentals, Service Strategy, Positioning of Services in the Organisation Value Chain	
Unit-2	<b>Service Infrastructure:</b> Service Facility Design, Layout & Location, Off-shoring & Outsourcing, Technology in Services, Front-office Back-office Interface, Human Factor in Services, External Associates in Service Process	
Unit-3	<b>Service Delivery:</b> Customer Expectations and the Planned Provision in Service Delivery, Legal Aspects of Expectation-Delivery Gaps, Service Waiting Line and Customer Relationship Management; Inventory Management for Improved service Delivery	
Unit-4	<b>Improving Service Delivery Propositions:</b> Service Growth and Globalization; Forecasting Demand for Services; Capacity and Demand Management; Customer Expectations and the Planned Provision in Service Delivery	
Unit-5	<b>Incorporating AI and Other Latest Technologies in Service Operations:</b> Introduction to AI and other new age technologies. AI as a service (AIaaS). Futuristic Scenario of incorporating new technologies like cloud computing, simulation, robotics etc in service operations	
Unit-6	<b>Legal Aspects of Expectation-Delivery Gaps;</b> Service Waiting Line and Customer Relationship Management; Inventory Management for Improved service Delivery	
Suggested Books	<ul style="list-style-type: none"> <li>Deborah (2008), Competitive Strategies for Service Businesses, New Delhi: Jaico</li> <li>Fitzsimmons &amp; Fitzsimmons (2006), Service Management, Tata McGraw-Hill</li> <li>Haksever, et al. (2006), Service Management and Operations, Pearson Education</li> <li>Hollins (2007), Managing Service Operations, Sage Publications</li> <li>Johnston &amp; Clark (2009), Service Operations Management, Pearson Education</li> <li>Metters, et al. (2006), Service Operations Management, Cengage Learning</li> </ul>	

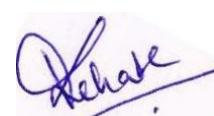




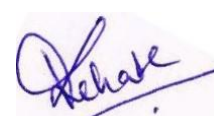
	Davis & Heineke (2003), Managing Services: People and Technology, Tata McGraw Hill.
url links	<ul style="list-style-type: none"><li>• <a href="http://nptel.iitm.ac.in/">http://nptel.iitm.ac.in/</a></li><li>• <a href="http://www.decisionsciences.org/DecisionLine/Vol35/35_2/35_2books.pdf">http://www.decisionsciences.org/DecisionLine/Vol35/35_2/35_2books.pdf</a></li><li>• <a href="http://onlinelibrary.wiley.com.proxy.lib.umich.edu/advanced/search">http://onlinelibrary.wiley.com.proxy.lib.umich.edu/advanced/search</a></li><li>• <a href="http://onlinelibrary.wiley.com.proxy.lib.umich.edu/advanced/search">http://onlinelibrary.wiley.com.proxy.lib.umich.edu/advanced/search</a></li></ul>
SELF STUDY COMPONENT (SSC)	AI in Service Industry.

## 04405: LOGISTICS & SUPPLY CHAIN MANAGEMENT

Course Specification	Particulars					
Type	Specialization				Credits	3
Semester	Sem-IV				Offered in	Even Sem
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher’s Assessment	Total Marks	Mode of Study	Through Classroom Case discussion
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>To provide a comprehensive understanding of logistics and supply chain systems and their real-world applications.</li><li>To emphasize the integration of physical distribution, information systems, customer service, and emerging technologies in supply chain management.</li><li>To develop the ability to analyze logistics operations using data-driven and system-based approaches.</li><li>To promote strategic thinking for planning and optimizing end-to-end supply chain processes.</li><li>To equip students with practical knowledge for managing efficient, agile, and technology-enabled supply chains.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 201.1	REMEMBERING		Recall the fundamental concepts of logistics, supply chain design, and decision-making systems in global commerce.(P01 P04)			
CO 201.2	UNDERSTANDING		Explain the role of logistics physical distribution, LMIS components, and emerging technologies in SCM.(P01 P02)			
CO 201.3	APPLYING		Apply customer service parameters and demand forecasting techniques to plan and manage supply chains effectively.(P02 P05)			
CO 201.4	ANALYSING		Analyse business processes using mapping, benchmarking, and quality metrics to evaluate supply chain integration.(P02 P04)			
CO 201.5	EVALUATING		Evaluate logistics strategies including centralized vs decentralized distribution, and the impact of IT tools like ERP, RFID, DSS.(P02 P03)			
CO 201.6	CREATING		Design and integrate a decision support system using analytical and			

	presentation tools for efficient SCM planning.(P03 P05)
<b>Unit-1</b>	<b>Logistic Physical distribution:</b> Participation in the physical distribution functions – The environment of physical distribution – Channel design strategies and structure – electing channel members – Setting distribution objectives and tasks – Target markets and channel design strategies
<b>Unit-2</b>	<b>Logistics Management Information Systems,</b> Logistics Management Information Systems, Essential Data for Decision Making, Three Types of Records, Stockkeeping Records, Transaction Records, Consumption Records, Relationships among Data Found in Records, Summary Reporting and Reporting Systems, The Six Rights for LMIS Data, Summary Reports, Feedback Reports
<b>Unit-3</b>	<b>SCM Services:</b> Customer service, Customer expectation and perception, service delivery performance. SCM Demand and planning, demand forecasting, sales and operational planning, collaborative commerce, Bullwhip effect
<b>Unit-4</b>	<b>Emerging Technology in Supply Chain Management:</b> The Emergence of E-commerce, Enterprise Resource Planning (ERP) Geographic Information System (GIS), Intelligent Transportation Systems, Barcoding Systems, Radio Frequency Identification (RFID), Artificial Intelligence Information Technology (IT) Project Management, Future Trends of IT in Global Commerce.
<b>Unit -5</b>	<b>Business Process:</b> Mapping Business process & Measuring process performance.- Reducing cycle time, Bench marking, Strategies for business process improvement. - Measuring Quality Supply Chain Integration : Push , Pull, Push-pull systems, Demand driven strategies & Internet on Supply Chain Strategies. -Distribution strategies, Centralized vs decentralized, Control & Central versus local facilities
<b>Unit-6</b>	<b>Decision Support Systems:</b> Introduction, Global Supply Chain Information Technology decision support system.-Interpretation of data, Analytical tools, Presentation tools & Selecting a Supply Chain DSS
<b>Suggested Books</b>	<ul style="list-style-type: none"> <li>• 1. Darid Simchi – Levi, Pl</li> <li>• The essentials of supply chain management, New Business concepts and Applications, Hockey Min, James R. Pearson Education, 2015, ISBN-10: 0-13-403623-9</li> <li>• The Logistics Handbook, United States Agency for International Development</li> <li>• Oakland.J.S. supply chain management’ – Hcinemann Ltd., Oxford. 1989</li> </ul>
<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="https://ghsupplychain.org/sites/default/files/2019-07/Logistics%20Handbook.pdf">https://ghsupplychain.org/sites/default/files/2019-07/Logistics%20Handbook.pdf</a></li> <li>• <a href="https://supplychainhandbook.jsi.com/wp-content/uploads/2017/01/JSI_Supply_Chain_Manager%27s_Handbook_Chpt.3_Fi">https://supplychainhandbook.jsi.com/wp-content/uploads/2017/01/JSI_Supply_Chain_Manager%27s_Handbook_Chpt.3_Fi</a></li> </ul>



	<a href="#">nal.pdf</a> <ul style="list-style-type: none"><li>• <a href="https://www.brafton.com/blog/strategy/a-beginners-guide-to-creating-a-distribution-channel-strategy-that-works">https://www.brafton.com/blog/strategy/a-beginners-guide-to-creating-a-distribution-channel-strategy-that-works</a></li><li>• <a href="https://ghsupplychain.org/sites/default/files/2019-07/Logistics%20Handbook.pdf">https://ghsupplychain.org/sites/default/files/2019-07/Logistics%20Handbook.pdf</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	AI in Supply chain Management & Inventory.



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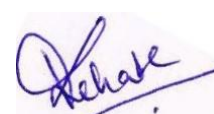
# **ELECTIVE –E BUSINESS ANALYTICS**



### BA4404: SOCIAL MEDIA ANALYTICS

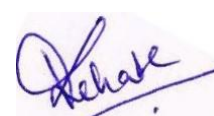
Course Specification	Particulars					
Type	Elective				Credits	3
Semester	Sem-IV				Offered in	Even
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher’s Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>Understand social media platforms and their analytics applications in business.</li><li>Apply key web analytics terms and processes for performance tracking.</li><li>Analyze social network structures and web data collection techniques.</li><li>Evaluate Google Analytics metrics to enhance digital marketing strategies.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Define fundamental concepts of social media and web analytics.(P01)			
CO 101.2	UNDERSTANDING		Explain key web metrics, terminology, and social media landscapes.(P01, P02):			
CO 101.3	APPLYING		Use social network concepts like nodes, ties, and influencers.(P02):			
CO 101.4	ANALYSING		Analyze user behavior using bounce rate, visits, and conversions.(P02, P04):			
CO 101.5	EVALUATING		Evaluate Google Analytics implementation, performance, and privacy issues.(P04)			

<b>CO 101.6</b>	<b>CREATING</b>	Design and interpret analytics strategies for campaign performance improvement. <b>(P02, P04)</b>
<b>Unit-1</b>	<b>Social Media &amp; Analytics:</b> Introduction to Social Media, Social media landscape, Social Media Analytics & its need. SMA in Small and large organizations; Application of SMA in different social media platforms	
<b>Unit-2</b>	<b>Introduction to Web Analytics:</b> Definition, Process, Key terms: Site references, Keywords and Key phrases; building block terms: Visit characterization terms, Content characterization terms, Conversion metrics	
<b>Unit-3</b>	<b>Network fundamentals:</b> The social networks perspective - nodes, ties and influencers, Social network, web data and methods	
<b>Unit-4</b>	<b>Data Collection and Web Analytics Fundamentals:</b> Capturing Data: Web logs, web Beacons, java script tags, packet sniffing; Outcome data: E-commerce, Lead generation	
<b>Unit-5</b>	<b>Web Metrics &amp; Analytics: Common metrics:</b> Hits, Page views, visits, unique page views, Bounce, Bounce rate & its improvement, Average time on-site, Real-time report, traffic source report, custom campaigns, content report, Google analytics	
<b>Unit-6</b>	<b>Google Analytics:</b> Brief introduction and working, Google website optimizer, Implementation technology, Limitations, Performance concerns, Privacy issues	
<b>Suggested Books</b>	1. Social Media Analytics, Gaurav Sharma (Khanna Publishing House) 2. Social Media and Web Analytics, G.L. Pahuja (Kalyani Publishers) 3. Social Media Marketing and Analytics, Bikramjit Rishi & Subir Bandyopadhyay (Routledge India) 4. Social Media Analytics: Techniques and Insights, Matthew Ganis & Avinash Kohirkar (Pearson Education)	
<b>url links</b>	<a href="https://www.pvpsiddhartha.ac.in/dep_it/lecture%20notes/Big%20Data%20Analytics/4-2%20BDA%20%20PPTS.pdf">https://www.pvpsiddhartha.ac.in/dep_it/lecture%20notes/Big%20Data%20Analytics/4-2%20BDA%20%20PPTS.pdf</a>  <a href="https://cloud.google.com/learn/what-is-big-data">https://cloud.google.com/learn/what-is-big-data</a>  <a href="https://www.brainkart.com/materials/big-data-analytics---ccs334-2223/">https://www.brainkart.com/materials/big-data-analytics---ccs334-2223/</a>	
<b>SELF STUDY COMPONENT (SSC)</b>	<b>Corporate Restructuring:</b> Capturing Data: Web logs, web Beacons, java script tags	

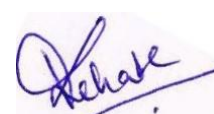
## BA4405: MACHINE LEARNING & PREDICTIVE ANALYTICS

Course Specification	Particulars					
Type	Elective				Credits	3
Semester	Sem-IV				Offered in	Even
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher's Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>● To introduce the concepts and applications of machine learning in business contexts.</li><li>● To equip students with techniques for predictive analytics using real-world data.</li><li>● To develop skills in using ML tools for data-driven decision-making.</li><li>● To enable critical evaluation of ML models for accuracy, reliability, and ethical considerations.</li><li>● To foster analytical thinking to solve business problems through supervised and unsupervised learning.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Define and explain key machine learning and predictive analytics concepts.			
CO 101.2	UNDERSTANDING		Illustrate how data is prepared and transformed for machine learning models.			
CO 101.3	APPLYING		Apply supervised and unsupervised ML algorithms to business datasets.			
CO 101.4	ANALYSING		Analyze and compare the effectiveness of different predictive models.			



<b>CO 101.5</b>	<b>EVALUATING</b>	Evaluate predictive analytics solutions for business decision-making.
<b>CO 101.6</b>	<b>CREATING</b>	Develop and present a machine learning solution to a real-world business problem.
<b>Unit-1</b>	<b>Introduction to Machine Learning and Predictive Analytics</b> Definition and evolution of ML, ML vs. Traditional Programming, Supervised, Unsupervised & Reinforcement Learning, Business applications of ML, Basics of Predictive Analytics	
<b>Unit-2</b>	<b>Data Preparation and Feature Engineering</b> Data cleaning and preprocessing, Feature selection and extraction, Data transformation and scaling, Handling missing values and outliers, Dimensionality reduction techniques (PCA, t-SNE)	
<b>Unit-3</b>	<b>Supervised Learning Techniques</b> Linear Regression and Logistic Regression, Decision Trees and Random Forests, Support Vector Machines (SVM), Performance metrics: Accuracy, Precision, Recall, F1 Score	
<b>Unit-4</b>	<b>Unsupervised Learning Techniques</b> Clustering: K-Means, Hierarchical, Association Rule Learning (Apriori, Eclat), Principal Component Analysis (PCA), Market basket analysis in retail	
<b>Unit-5</b>	<b>Predictive Modelling and Evaluation</b> Building predictive models, Model validation and cross-validation, Overfitting and underfitting, Model optimization and tuning (GridSearchCV, RandomSearch)	
<b>Unit-6</b>	<b>Tools, Platforms, and Business Applications</b> Tools: Python, R, Excel, RapidMiner, KNIME, Case studies in HR, Marketing, Finance, Operations, Ethical considerations and model interpretability, ML in customer analytics, credit scoring, and churn prediction	
<b>Suggested Books</b>	1. Machine Learning for Business Analytics, Galit Shmueli, Peter C. Bruce, Inbal Yahav – Wiley 2. Hands-On Machine Learning with Scikit-Learn, Keras, and TensorFlow, Aurélien Géron – O'Reilly 3. Data Science for Business, Foster Provost and Tom Fawcett – O'Reilly	
<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.geeksforgeeks.org/machine-learning/introduction-machine-learning/">https://www.geeksforgeeks.org/machine-learning/introduction-machine-learning/</a></li> <li>• <a href="https://www.geeksforgeeks.org/dbms/data-preprocessing-in-data-mining/">https://www.geeksforgeeks.org/dbms/data-preprocessing-in-data-mining/</a></li> <li>• <a href="https://www.geeksforgeeks.org/machine-learning/machine-learning-algorithms/">https://www.geeksforgeeks.org/machine-learning/machine-learning-algorithms/</a></li> <li>• <a href="https://www.geeksforgeeks.org/machine-learning/unsupervised-learning/">https://www.geeksforgeeks.org/machine-learning/unsupervised-learning/</a></li> <li>• <a href="https://www.geeksforgeeks.org/machine-learning/hyperparameter-tuning/">https://www.geeksforgeeks.org/machine-learning/hyperparameter-tuning/</a></li> <li>• <a href="https://www.upgrad.com/blog/machine-learning-basics/">https://www.upgrad.com/blog/machine-learning-basics/</a></li> </ul>	



<b>SELF STUDY COMPONENT (SSC)</b>	Mini project including data preprocessing, model choice, evaluation, and insights.
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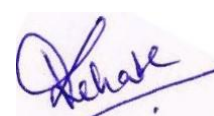
Nagar Yuvak Shikshan Sanstha's  
**Datta Meghe Institute of Management Studies**  
Atrey Layout, Nagpur--- 440 022  
*Autonomous Institute Affiliated to Rashtrasant Tukadoji Maharaj Nagpur University  
with NBA Accredited MBA Program*



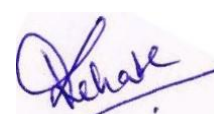
# **ELECTIVE –F HEALTHCARE MANAGEMENT**

## HM4404: MARKETING OF HEALTH CARE SERVICES

Course Specification	Particulars					
Type	Elective				Credits	3
Semester	Sem-IV				Offered in	Even
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher’s Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>Develop an understanding of marketing concepts in the healthcare service sector.</li><li>Equip students with tools to analyze consumer behavior in healthcare.</li><li>Familiarize students with service marketing strategies tailored for hospitals and healthcare providers.</li><li>Enable the creation of effective marketing communication plans and patient engagement strategies.</li><li>Build the ability to apply digital and relationship marketing in healthcare for patient acquisition and retention.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Identify and recall core concepts and terminologies in healthcare marketing.			
CO 101.2	UNDERSTANDING		Explain the behavior of healthcare consumers and the unique challenges in service marketing.			
CO 101.3	APPLYING		Apply marketing mix strategies (7Ps) in hospital and healthcare service settings.			

<b>CO 101.4</b>	<b>ANALYSING</b>	Analyze the internal and external environment for healthcare service promotion.
<b>CO 101.5</b>	<b>EVALUATING</b>	Evaluate marketing campaigns, branding strategies, and patient satisfaction tools in hospitals.
<b>CO 101.6</b>	<b>CREATING</b>	Design an integrated healthcare marketing plan for a hospital or wellness center..
<b>Unit-1</b>	<b>Introduction to Service Marketing</b> - Introduction, classification of services, differences in goods and services, Demand and supply in healthcare, Reasons for growth in health care services.	
<b>Unit-2</b>	<b>Consumer Behaviour</b> - Customers interact with service operations, Reference Group influence, purchase process, customers' needs and expectations, difficulty in evaluation of services, service, customer loyalty, understanding CRM.	
<b>Unit-3</b>	<b>Service product and revenue management</b> - Planning and creating services, identifying and classifying supplementary services, branding service products, new service development, objectives and foundations for setting prices, methods of service pricing, revenue management.	
<b>Unit-4</b>	<b>Market Analysis and Selection-</b> Service delivery and service quality - Marketing environment – macro and micro components and their impact on marketing decisions; Market segmentation and positioning. <b>Communication and Advertising</b> - Objectives for marketing communications, Challenges and opportunities in Service Communication, Media Of communications, Media selection; Advertising effectiveness.	
<b>Unit-5</b>	<b>Health Insurance and Medical Tourism</b> - Insurance ecosystem (TPA, IRDAI, PMJAY), Claims processing, Medical tourism markets, branding and service standards	
<b>Unit-6</b>	<b>Designing &amp; Distribution of Hospital Services</b> - Customer as co-producer, Demand Fluctuations, integrating service quality and productivity strategies, measuring and improving service quality. Distribution in a service context, options for service delivery, decisions about place and time, service delivery	
<b>Suggested Books</b>	1. Perrault.W.D, Cannon, J.P.& McCarthy, EJ (2010). Basic marketing, New Delhi 2. Berkowiz.E.N (2010). Esentials of healthcare marketing (3rd edition). Jones & Bartlett Learning Shipley, M. D. In Search of Good Medicine: Hospital Marketing Strategies to engage Healthcare Consumers	
<b>url links</b>	<ul style="list-style-type: none"> <li><a href="https://theintactone.com/2019/03/21/mos-u1-topic-1-definition-characteristics-and-classification-of-services/">https://theintactone.com/2019/03/21/mos-u1-topic-1-definition-characteristics-and-classification-of-services/</a></li> <li><a href="https://www.techtarget.com/searchcustomerexperience/definition/CRM-">https://www.techtarget.com/searchcustomerexperience/definition/CRM-</a></li> </ul>	

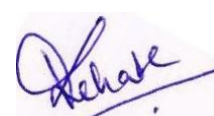





	<p><a href="#">customer-relationship-management</a></p> <ul style="list-style-type: none"><li>• <a href="https://theintactone.com/2023/05/12/marketing-environment-macro-and-micro-environmental-factors/">https://theintactone.com/2023/05/12/marketing-environment-macro-and-micro-environmental-factors/</a></li><li>• <a href="https://mediassist.in/assets/pdf/reports/2023/annual-report-fy-22-23.pdf">https://mediassist.in/assets/pdf/reports/2023/annual-report-fy-22-23.pdf</a></li></ul>
<b>SELF STUDY COMPONENT (SSC)</b>	<p>Study and observe as to how digital technology has enabled consumers to take more control of their own health.</p> <p>Like- Wearable devices, smartphone apps, etc., provides consumers with new tools to encourage exercise, control calorie inputs, change bad habits, monitor health indexes, manage mental health, etc.</p>

## HM4405: HEALTH CARE DELIVERY SYSTEM AND PUBLIC HEALTH IN INDIA

Course Specification	Particulars					
Type	Elective				Credits	3
Semester	Sem-IV				Offered in	Even
Pedagogy	Interactive lecture session with activities & case studies				Standard Specification	6 Units
Evaluation Pattern	Mid Sem Exam	End Sem Exam	Teacher’s Assessment	Total Marks	Mode of Study	Classroom study
	24	60	16	100		
Course Objective	<ul style="list-style-type: none"><li>• Provide an overview of the structure and functioning of the healthcare delivery system in India.</li><li>• Familiarize students with national health programs and their implementation mechanisms.</li><li>• Understand the role of public, private, and non-governmental sectors in healthcare.</li><li>• Analyze public health infrastructure and challenges in rural and urban India.</li><li>• Enable students to critically assess the policy framework and reforms in the Indian healthcare system.</li></ul>					
Course Outcomes : On successful completion of the course the learner will be able to:						
CO#	COGNITIVE ABILITIES		COURSE OUTCOMES			
CO 101.1	REMEMBERING		Recall key features, institutions, and policies of the Indian healthcare delivery system.			
CO 101.2	UNDERSTANDING		Explain the functioning of public health infrastructure and national health missions/programs.			
CO 101.3	APPLYING		Apply public health principles to assess service delivery models at primary, secondary, and tertiary levels.			



<b>CO 101.4</b>	<b>ANALYSING</b>	Analyze the strengths and weaknesses of healthcare service delivery in different regions/populations.
<b>CO 101.5</b>	<b>EVALUATING</b>	Evaluate healthcare reforms, insurance models, and health policy impacts on accessibility and equity.
<b>CO 101.6</b>	<b>CREATING</b>	Design policy recommendations or delivery models to improve health services and public health outcomes.
<b>Unit-1</b>	Evolution of Health systems, Committees for Health Planning, Concepts of Primary Healthcare, Principles of Healthcare, Rural vs urban healthcare	
<b>Unit-2</b>	Public Health Sector, Central Government Health Organization & Functions, NGO and community role	
<b>Unit-3</b>	State Government Health Organization & Functions, District Health Organizations And Panchayat Raj.	
<b>Unit-4</b>	National Health Programmes National Vector borne Diseases control programme RNTCP, RCH, NRHM	
<b>Unit-5</b>	National Programme for NCD (Diabetes & Cancer) National AIDS Control Programme National Leprosy control Programme National Immunization Programme National Programme for Blindness control	
<b>Unit-6</b>	International Health Agencies Healthcare systems in Different Countries, Health Insurance IRDA and Cashless Hospitals Govt Insurance Schemes – CGHS & ESIS	
<b>Suggested Books</b>	1. Mukhmohit Singh, Community of Medicine and Public health 2. K.Park, Textbook of Preventive and social Medicine	
<b>url links</b>	<ul style="list-style-type: none"> <li>• <a href="https://www.who.int/news-room/fact-sheets/detail/primary-health-care">https://www.who.int/news-room/fact-sheets/detail/primary-health-care</a></li> <li>• <a href="https://egyankosh.ac.in/bitstream/123456789/15643/1/Unit-4.pdf">https://egyankosh.ac.in/bitstream/123456789/15643/1/Unit-4.pdf</a></li> <li>• <a href="https://nhsrcindia.org/sites/default/files/2023-02/Panchayati%20Raj%20Members%20and%20Health%20Participant%20Manual.pdf">https://nhsrcindia.org/sites/default/files/2023-02/Panchayati%20Raj%20Members%20and%20Health%20Participant%20Manual.pdf</a></li> <li>• <a href="https://ihp.mohfw.gov.in/#!/programmes">https://ihp.mohfw.gov.in/#!/programmes</a></li> </ul>	
<b>SELF STUDY COMPONENT (SSC)</b>	Practical – Visit website of <a href="https://www.nhp.gov.in/national-health-insurance-schemes_pg">https://www.nhp.gov.in/national-health-insurance-schemes_pg</a> , <a href="https://nha.gov.in/PM-JAY">https://nha.gov.in/PM-JAY</a> , <a href="http://www.nhm.gov.in">www.nhm.gov.in</a>	