



*Your Dreams Our Goal*  
**POORNIMA**  
**UNIVERSITY**

Member of Association of Indian Universities & Approved by UGC (Govt. of India) under 2(f) & 12(B)

**FACULTY OF  
MANAGEMENT & COMMERCE**

**DEPARTMENT OF MANAGEMENT**



**SCHEME & SYLLABUS  
BOOKLET**

**BATCH 2023 - 2025**

**MBA**  
**(Digital Marketing and HR)**  
**SCHEME & SYLLABUS**

**BATCH: 2023-25**

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**Disclaimer:** The scheme, syllabus and other materials published in this booklet may be changed or modified as per the requirement after approval of competent authority. The decision taken by the management of Poornima University will be final and abiding to all.

## Student Details

Name of Student:

Name of Program:

Semester:

Year:

Batch:

Faculty of:



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### ***VISION***

To create knowledge based society with scientific temper, team spirit and dignity of labor to face global competitive challenges.

### ***Mission***

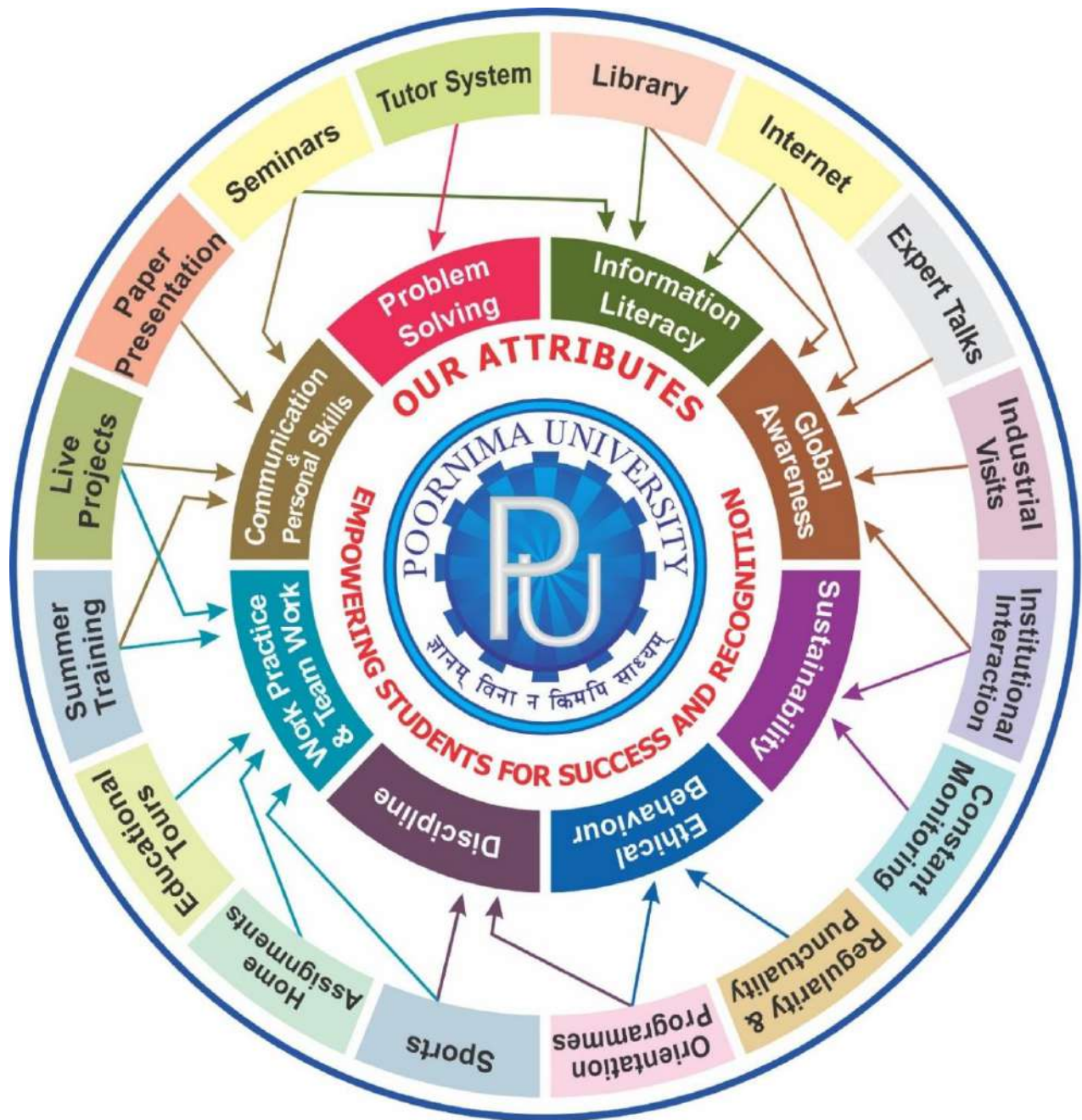
To evolve and develop skill based systems for effective delivery of knowledge so as to equip young professionals with dedication and commitment to excellence in all spheres of life.

### ***Quality Policy***

To provide Quality Education through Faculty development, updating of facilities and continual improvement meeting University norms and keeping stake holders satisfied.

## Knowledge Wheel

At Poornima, the academic atmosphere is a rare blend of modern technical as well as soft skills and traditional systems of learning processes.



### **About Program and Program Outcomes (PO):**

**Title of the Programme:** Masters of Business Administration (M.B.A.)

**Nature of the Programme:** M.B.A is Two year full-time programme.

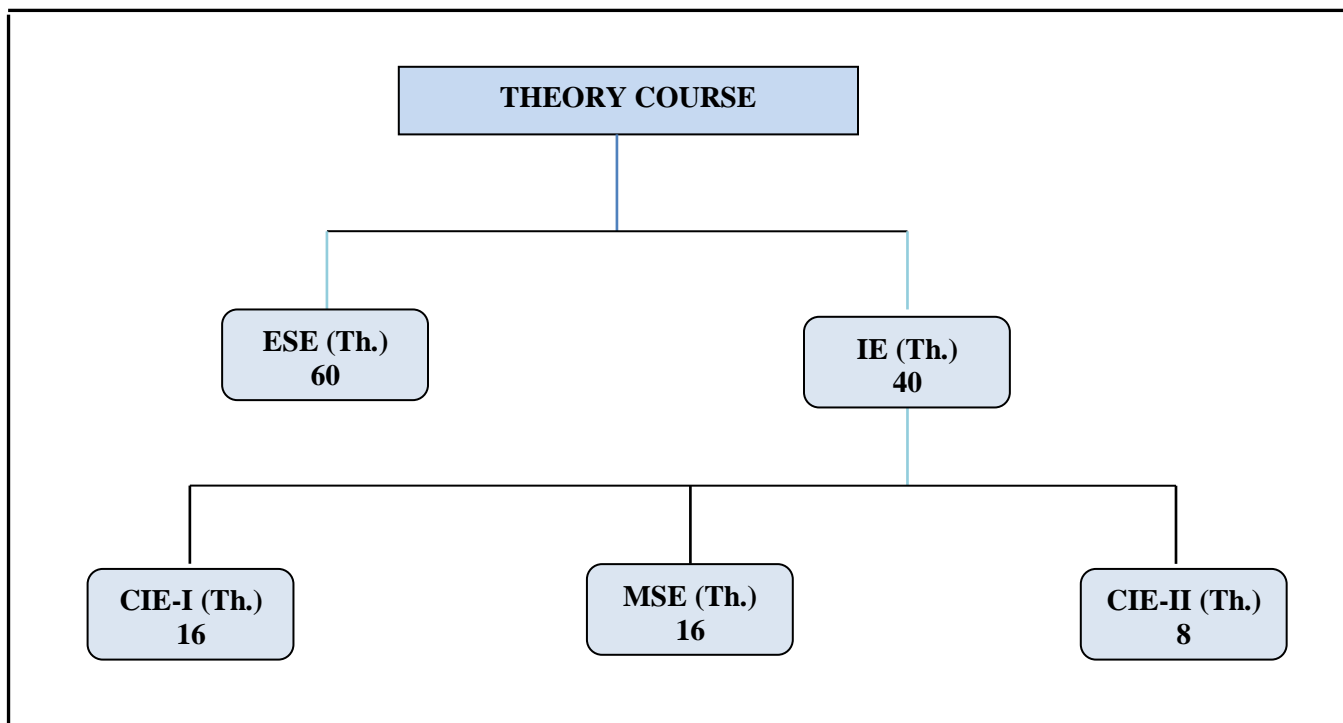
Management graduates will be able to:

<b>PO I</b>	Ability to articulate, illustrate, analyze, synthesize and apply the knowledge of principles and frameworks of management and allied domains to the solutions of real-world complex business issues.
<b>PO II</b>	Ability to Identify, formulate and provide innovative solution frameworks to real world complex business and social problems by systematically applying modern quantitative and qualitative problem-solving tools and techniques.
<b>PO III</b>	Ability to conduct investigation of multidimensional business problems using research-based knowledge and research methods to arrive at data driven decisions.
<b>PO IV</b>	Ability to effectively communicate in cross-cultural settings, in technology mediated environments, especially in the business context and with society at large.
<b>PO V</b>	Ability to collaborate in an organizational context and across organizational boundaries and lead themselves and others in the achievement of organizational goals and optimize outcomes for all stakeholders.
<b>PO VI</b>	Ability to approach any relevant business issues from a global perspective and exhibit an appreciation of Cross-Cultural aspects of business and management.
<b>PO VII</b>	Ability to identify entrepreneurial opportunities and leverage managerial & leadership skills for founding, leading & managing startups as well as professionalizing and growing family businesses.
<b>PO VIII</b>	Ability to demonstrate knowledge of and need for sustainable development and assess the impact of managerial decisions and business priorities on the societal, economic and environmental aspects.

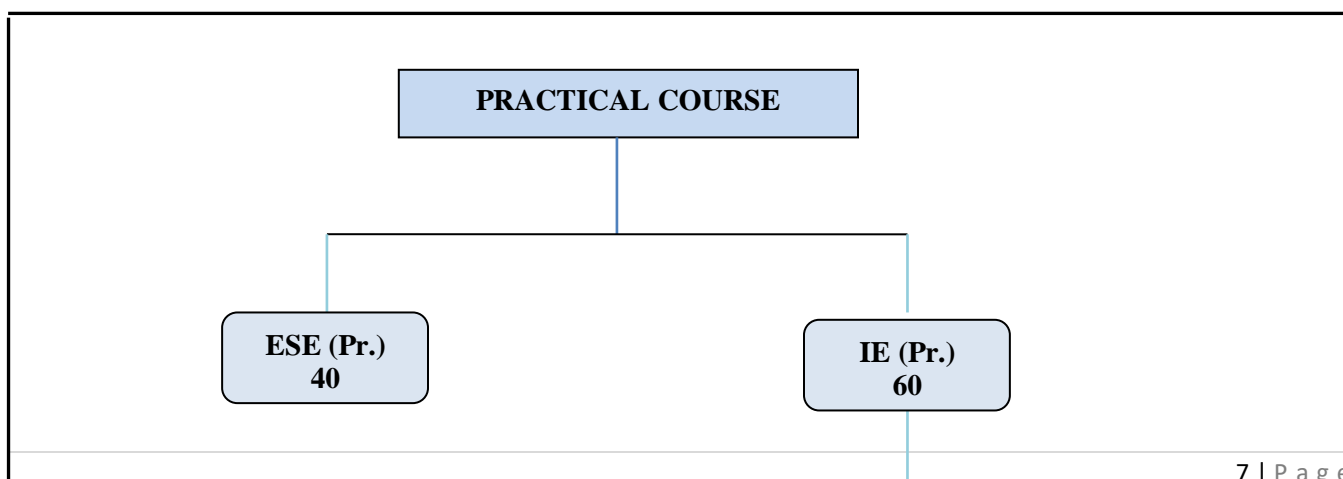
<b>PO IX</b>	Ability to exhibit a broad appreciation of the ethical and value underpinnings of managerial choices in a political, cross-cultural, globalized, digitized, socio-economic environment and distinguish between ethical and unethical behaviors & act with integrity.
<b>PO X</b>	Ability to operate independently in new environment, acquire new knowledge and skills and assimilate them into the internalized knowledge and skills.

**Examination System:**

**A. Marks Distribution of Theory Course:**



**B. Marks Distribution of Practical Course :**



**Th.:** Theory, **Pr.:** Practical, **ESE:** End Semester Examination, **MSE:** Mid Semester Examination, **CIE:** Continuous Internal Evaluation.

**CO Wise Marks Distribution:**

<b><u>Exam Entity</u></b>	<b>Theory Subject</b>		<b>Practical/ Studio Subject</b>	
	<b>Maximum Marks</b>	<b>CO to be Covered</b>	<b>CO to be Covered</b>	<b>Maximum Marks</b>
<b>CIE-I</b>	16 ( 8 + 8)	1 & 2	1 & 2	24 (12 + 12)
<b>MSE</b>	16( 8 + 8)	3 & 4	3 & 4	24 (12 + 12)
<b>CIE-II (Activity/ Assignment )</b>	8 (8)	5	5	12 (12)
<b>ESE</b>	60	-	-	40
<b>TOTAL</b>	100	-	-	100

**Minimum Passing Percentage in All Exams:**

<b>S No.</b>	<b>Program Name</b>	<b>Minimum Passing Percentage in</b>		
		<b>IE Component</b>	<b>ESE Component</b>	<b>Total Component</b>
<b>1</b>	Course Work for PhD Registration	-	-	<b>50%</b>
<b>2</b>	B. Arch.	-	<b>45%</b>	<b>50%</b>
<b>3</b>	MBA, MCA, M.Des., M.Tech., M.Plan, MHA, MPH, MA	-	<b>40%</b>	<b>40%</b>
<b>4</b>	B. Tech., B. Des., BVA, BCA, B.Sc., BBA, B.Com., B.A.	-	<b>35%</b>	<b>35%</b>



### SGPA Calculation

$$SGPA = \frac{C_1G_1 + C_2G_2 + \dots + C_nG_n}{C_1 + C_2 + \dots + C_n}$$

$$SGPA = \frac{\sum_i C_i \times G_i}{\sum_i C_i}$$

where (as per teaching scheme & syllabus):

$C_i$  is the number of credits of subject  $i$ ,

$G_i$  is the Grade Point for the subject  $i$  and  $i = 1$  to  $n$ ,

$n$  = number of subjects in a course in the semester

### CGPA Calculation

$$CGPA = \frac{C_1G_1 + C_2G_2 + \dots + C_nG_n}{C_1 + C_2 + \dots + C_n}$$

$$CGPA = \frac{\sum_i C_i \times G_i}{\sum_i C_i}$$

where (as per teaching scheme & syllabus):

$C_i$  is the number of credits of subject  $i$ ,

$G_i$  is the Grade Point for the subject  $i$  and  $i = 1$  to  $n$ ,

$n$  = number of subjects in a course of all the semesters up to which CGPA is computed

## Grading Table:

Applicable for B.Arch. & Ph.D. Courses				Applicable for All Courses except B.Arch. & Ph.D.			
Academic Performance	Grade	Grade Point	Marks Range (in %)	Academic Performance	Grade	Grade Point	Marks Range (in %)
Outstanding	O	10	$90 \leq x \leq 100$	Outstanding	O	10	$90 \leq x \leq 100$
Excellent	A+	9	$80 \leq x < 90$	Excellent	A+	9	$80 \leq x < 90$
Very Good	A	8	$70 \leq x < 80$	Very Good	A	8	$70 \leq x < 80$
Good	B+	7	$60 \leq x < 70$	Good	B+	7	$60 \leq x < 70$
Above Average	B	6	$50 \leq x < 60$	Above Average	B	6	$50 \leq x < 60$
Fail	F	0	$x < 50$	Average	C	5	$40 \leq x < 50$
Absent	Ab	0	Absent	Pass	P	4	$35 \leq x < 40$
				Fail	F	0	$x < 35$
				Absent	Ab	0	Absent

### CGPA to percentage conversion rule:

$$\text{Equivalent \% of Marks in the Program} = \text{CGPA} * 10$$

### Award of Class

CGPA	Percentage	Equivalent Division
$7.50 \leq \text{CGPA}$	75% or more	First Division with Distinction
$6.00 \leq \text{CGPA} < 7.50$	$60\% \leq x < 75\%$	First Division
$5.00 \leq \text{CGPA} < 6.00$	$50\% \leq x < 60\%$	Second Division
$4.00 \leq \text{CGPA} < 5.00$	$40\% \leq x < 50\%$	Pass Class

# **Guidelines for Massive Open Online Courses (MOOCs)**

## **(Session 2023-24)**

Poornima University, in its never ending endeavor to equip students with best-of-class learning and knowledge, has undertaken to include MOOC courses as part of its credit scheme from session 2023-24 onwards. The objective behind this is to enable students to study courses designed by the best teachers in the country and to scale their knowledge base with the rest of learners from the nation. The MOOCs which are included under this scheme is can be chosen from SWAYAM and NPTEL.

### **1. Introduction of MOOCs: SWAYAM and NPTEL**

#### **About SWAYAM:**

SWAYAM is a programme initiated by Government of India and designed to achieve the three cardinal principles of Education Policy viz., access, equity and quality. The objective of this effort is to take the best teaching learning resources to all, including the most disadvantaged. SWAYAM seeks to bridge the digital divide for students who have hitherto remained untouched by the digital revolution and have not been able to join the mainstream of the knowledge economy.

This is done through a platform that facilitates hosting of all the courses, taught in classrooms to be accessed by anyone, anywhere at any time. All the courses are interactive, prepared by the best teachers in the country and are available, free of cost to any learner. However learners wanting a SWAYAM certificate should register for the final proctored exams that come at a fee and attend in-person at designated centers on specified dates. Eligibility for the certificate will be announced on the course page and learners will get certificates only if this criteria is matched.

The courses hosted on SWAYAM are in 4 quadrants – (1) video lecture, (2) specially prepared reading material that can be downloaded/printed (3) self-assessment tests through tests and quizzes and (4) an online discussion forum for clearing the doubts. Steps have been taken to enrich the learning experience by using audio-video and multi-media and state of the art pedagogy / technology.

In order to ensure that best quality content is produced and delivered, nine National Coordinators have been appointed. They are:

1. AICTE (All India Council for Technical Education) for self-paced and international courses
2. NPTEL (National Programme on Technology Enhanced Learning) for Engineering
3. UGC (University Grants Commission) for non-technical post-graduation education
4. CEC (Consortium for Educational Communication) for under-graduate education
5. NCERT (National Council of Educational Research and Training) for school education
6. NIOS (National Institute of Open Schooling) for school education
7. IGNOU (Indira Gandhi National Open University) for out-of-school students
8. IIMB (Indian Institute of Management, Bangalore) for management studies
9. NITTTR (National Institute of Technical Teachers Training and Research) for Teacher Training programme

Two types of courses are offered on SWAYAM platform: Credit Courses and Non- Credit Courses. Credit courses are offered for each semester in January and July every year. The list is available on SWAYAM official website: <https://onlinecourses.swayam2.ac.in/>

#### **About NPTEL:**

NPTEL (National Programme on Technology Enhanced Learning), is a joint venture of the IITs and IISc, funded by the Ministry of Education (MoE) Government of India, and was launched in 2003. Initially started as a project to take

quality education to all corners of the country, NPTEL now offers close to 600+ courses for certification every semester in about 22 disciplines.

### **Some highlights:**

- Largest online repository in the world of courses in engineering, basic sciences and selected humanities and management subjects
- YouTube channel for NPTEL – most subscribed educational channel, 1.3 billion views and 40+ lakhs subscribers
- More than 56000 hours of video content, transcribed and subtitled
- Most accessed library of peer-reviewed educational content in the world
- Translation of more than 12000 hrs of English transcripts in regional Indian languages

### **NPTEL Online Certification:**

The objective of enabling students obtain certificates for courses is to make students employable in the industry or pursue a suitable higher education programme. Through an online portal, 4, 8, or 12-week online courses, typically on topics relevant to students in all years of higher education along with basic core courses in sciences and humanities with exposure to relevant tools and technologies, are being offered. Enrolment to and learning from these courses is free. Following these online courses, an in-person, proctored certification exam is conducted and a certificate is provided through the participating institutions and industry, as applicable.

Some statistics regarding the open online courses since March 2014 till Dec 2021

Completed courses: 3496;

Enrollments across courses: 1.58 CRORE +

Number of exam registrations: 15.1 LAKH +

All the statistics pertaining to completed courses are available at <https://beta.nptel.ac.in/courses>. All courses are completely free to enroll and learn from. The certification exam is optional and comes at a fee of Rs 1000/course exam.

## **2. MOOCs at Poornima University:**

MOOCs envelops best in class teaching - learning processes along with meeting the requirements of various courses in terms of quality of teaching and evaluation system. To promote the MOOCs among students of Poornima University, it is decided to consider the credits earned through MOOCs.

### **(a) Options for MOOCs at Poornima University**

**(For this document, only those MOOCs will be considered which are available on SWAYAM & NPTEL platforms)**

- Credit and Non-credit SWAYAM MOOCs can be opted by anyone, anytime, anywhere and in any language. However, prior-permission of the University Authorities is mandatory if the credits are to be transferred to regular degree.
- In case of credit courses, there are two ways to opt these courses for the purpose of credit transfer to PU system as given below:

**OPTION–I: As Open Elective (for batches entered till 2022) / Multidisciplinary Courses (for batches admitted from 2023-24 onwards):**

Open Elective (for batches entered till 2022) / Multidisciplinary Courses (for batches admitted from 2023-24 onwards) are available at University level in offline mode for which relevant booklets are already published. **These courses carries 02 credits.** These category/type of courses (similar/different) are also available as MOOC courses. The respective Deans / HODs shall provide both the options to all the students to either select offline courses or MOOCs as per details given below:

- Deans / HODs shall prepare a list of upto 05 appropriate MOOC courses of 02/03 credits each, well in advance (at-least 15 days prior to commencement of semester) and take approval from the Office of Dean, Academics / Pro-President, PU.
- After approval, the respective Deans / HODs shall circulate a notice to all their respective students so that they can select any one course from the list, the credits (**only 02**) of which will be counted against Open Elective/ Multidisciplinary courses pertaining to that particular semester.
- If the students are not willing to opt for MOOC Open Elective/ Multidisciplinary course, they can proceed with the current offline practice of opting for Multidisciplinary courses.
- The tutor of the class shall monitor the progress (assignments, feedback, any problem etc.) on weekly basis and report to Head/Dean.

**OR**

**OPTION–II: As Major / Minor Courses:**

- Deans / HODs shall identify a course of **03 credits** for each semester, well in advance (at-least 15 days prior to commencement of semester) and take approval from the Office of Dean, Academics / Pro-President, PU.
- After approval, the respective Deans / HODs shall circulate a notice to all their respective students citing that the particular course will be conducted through MOOCs only and is compulsory for all respective students. The credits of this course will be counted against Major/Minor courses pertaining to that particular semester.
- The tutor of the class shall monitor the progress (assignments, feedback, any problem etc.) on weekly basis and report to Head/Dean.
- This is to be noted that if Deans / HODs decide to conduct any major/minor course in any semester through MOOCs, no offline course will be conducted against that.

**(b) Important points related to MOOCs at Poornima University**

- Only one MOOC shall be allowed in a particular semester for the purpose of credit transfer in the beginning.
- No attendance will be taken for MOOC courses.
- Last period of T/T/S shall be taken for MOOC courses which shall be in self-study mode.
- The method of assessments of MOOC such as assignments and examination are completely associated with that particular MOOC and no exam will be conducted by the department as well as by the Examination Cell.
- The respective Dean / HOD must submit the detail of course i.e., code, name and credit of MOOC opted against that particular course in particular semester attached with highlighting in the related examination scheme of syllabus of that semester signed by BOS Convener / HoD and Dean of Faculty to the office of Pro-President before commencement of the classes.
- SWAYAM will award a certificate to all the students passing the examination along with the credit earned. The center of examination for SWAYAM MOOCs will be finalized by SWAYAM. All the responsibility related to registration for MOOCs, timely submission of assignments, examinations etc. will be borne by the students only.

- The list of registered students in MOOC along with name of course will be submitted to the Examination Cell by the Deans / HoDs before commencement of the classes.
- Any student who would not be able to register/present/clear/pass the MOOC in the stipulated time, it is the choice of the student that he or she may register in next semester (odd or even) with MOOC again or appear as a back exam candidate of the University as per PU norms.
- There will be no provision of re-evaluation of MOOC.
- The scorecard and related certificate of MOOC along with a consolidated list of students with marks of assignment and final exam will be submitted to the examination cell by the concerned Dean / HOD for further process. It is also recommended that alteration/changes/scaling in marks obtained by the students in any MOOC will not be considered.
- The exam registration fee of MOOC up to Max. INR 1000/- will be reimbursed to the student only after successful completion of the course in first attempt and submission of the fee receipt, score-card and certificate of the MOOC to the concerned department within stipulated time after declaration of the results.

**NOTE: This is to be noted that the procedure for getting approval from BOS, Faculty Board, Academic Council and BoM is to be followed as per regular process.**

**Attached Items:**

Open Elective Booklet	Annexure-1
Soft Skills Booklet	Annexure-2
Value Added Course Booklet	Annexure-3

## Scheme and Syllabus

<b>Name of Program: Masters of Business Administration</b>									
<b><u>Batch 2023-25</u></b>									
<b><u>Teaching Scheme for Year I Semester I (Common)</u></b>									
<b>Semester-I</b>									
Course Code	Name of Course	Teaching Scheme				Marks Distribution			Credits
		Lecture (L)	Tutorial (T)	Practical (P)	SH	IE	ESE	Total	
<b>A.</b>		<b>Major (Core Courses)</b>							
<b>A.1</b>	<b>Theory</b>								
<b>MBXCBX1101</b>	Statistics & Business Research Methods	3	0	0	1+1*	40	60	100	3
<b>MBXCBX1102</b>	Basics of Marketing	3	0	0	1*	40	60	100	3
<b>MBXCBX1103</b>	Digital Business	3	0	0	1*	40	60	100	3
<b>A.2</b>	<b>Practical</b>								
<b>B.</b>		<b>Minor Stream Courses/ Department Electives</b>							

<b>B.1</b>	<b>Theory</b>									
<b>MBXEBC1111</b>	Managerial Accounting	3	0	0	1+1*	40	60	100	3	
<b>MBXEBC1112</b>	Organizational Behavior	3	0	0		40	60	100	3	
<b>B.2</b>	<b>Practical</b>									
<b>C</b>		<b>Multidisciplinary Courses</b>								
<b>BULEBC1111</b>	Economic Analysis for Business Decisions	3	0	0	1*	40	60	100	3	
<b>BULEBC1112</b>	Legal Aspect of Business	2	0	0		40	60	100	2	
<b>D</b>		<b>Ability Enhancement Courses (AEC)</b>								
<b>BUACHU1229</b>	Advanced Communication Skills – I	0	0	2		60	40	100	1	
<b>E</b>		<b>Skill Enhancement Courses (SEC)</b>								
<b>BULCSE1101</b>	Entrepreneurship Development	2	0	0		40	60	100	2	
<b>BULCSE1202</b>	MS Excel & Advanced Excel Lab	0	0	2	1+1*	60	40	100	1	
<b>F</b>		<b>Value Added Courses (VAC)</b>								
<b>BUVCHU1104</b>	Fundamental Rights & Constitution of India	1	0	0		40	60	100	1	
<b>Total</b>		23	0	4	3+6*				<b>25</b>	
<b>Total Teaching Hours</b>		<b>30/36</b>								

SH: Supporting Hours

\*Classes will be conducted fortnightly.

POORNIMA UNIVERSITY, JAIPUR									
Faculty of Management & Commerce									
Name of Program: Masters of Business Administration									
Batch 2023-25									
Teaching Scheme for Year I Semester II (Marketing & HR)									
Semester-II									
Course Code	Name of Course	Teaching Scheme				Marks Distribution			Credits
		Lecture (L)	Tutorial (T)	Practical (P)	SH	IE	ESE	Total	
<b>A.</b>		<b>Major (Core Courses)</b>							
<b>A.1</b>	<b>Theory</b>								
<b>MBXCBX2101</b>	Marketing Management	3	0	0		40	60	100	3
<b>MBXCBX2102</b>	Financial Management	3	0	0	1*	40	60	100	3
<b>MBXCBX2103</b>	Human Resource Management	3	0	0		40	60	100	3
<b>MBXCBX2104</b>	Decision Science	3	0	0	1*	40	60	100	3
<b>MBXCBX2105</b>	Marketing Research & SPSS	2	0	2		40	60	100	3
<b>MBXCBX2106</b>	Service Marketing	3	0	0		40	60	100	3

<b>MBXCBX2107</b>	Integrated Marketing Communication	2	0	0		40	60	100	2
<b>A.2</b>	<b>Practical</b>								
<b>B.</b>		<b>Minor Stream Courses/ Department Electives</b>							
<b>B.1</b>	<b>Theory</b>								
<b>MBXCBX2112</b>	Labor Welfare	2	0	0	1*	40	60	100	2
<b>B.2</b>	<b>Practical</b>								
<b>C</b>		<b>Multidisciplinary Courses</b>							
<b>D</b>		<b>Ability Enhancement Courses (AEC)</b>							
<b>BUACHU2230</b>	Advance Communication Skills – II	0	0	2		60	40	100	1
<b>E</b>		<b>Skill Enhancement Courses (SEC)</b>							
<b>BULCSE2201/ BULCSE2202</b>	Start-up and Venture Management / Introduction to Auction and transportation marketing (SAMIL)	0	0	2	1*	60	40	100	1
<b>BULCSE2203</b>	Selling & Negotiation Skills Lab	0	0	2	1*	60	40	100	1
<b>F</b>		<b>Value Added Courses (VAC)</b>							
<b>BUVCE2104</b>	Introduction to AI	1	0	0	1*	40	60	100	1
<b>Total</b>		22	0	8	6*				26
<b>Total Teaching Hours</b>		<b>30/36</b>							

SH: Supporting Hours

\*Classes will be conducted fortnightly.

<b>POORNIMA UNIVERSITY, JAIPUR</b>									
Faculty of Management & Commerce									
Name of Program: <b>Masters of Business Administration</b> <b>Batch 2022-24</b>									
<b>Teaching Scheme for Year II Semester III (Marketing &amp; HR)</b>									
<b>Semester-III</b>									
Course Code	Name of Course	Teaching Scheme				Marks Distribution			Credits
		Lecture (L)	Tutorial (T)	Practical (P)	SH	IE	ESE	Total	
<b>A.</b>		<b>Major (Core Courses)</b>							
<b>A.1</b>	<b>Theory</b>								
<b>MBXCBX3101</b>	Service Marketing	3	0	0	1	40	60	100	3
<b>MBXCBX3102</b>	Marketing of Financial Services	2	0	0	1+ 1*	40	60	100	2
<b>MBXCBX3103/ MBXCBX3104</b>	Product and Brand Management / Fundamentals of Mortgage –	2	0	0	1*	40	60	100	2



	banking rules, Taxation (SAMIL)								
<b>A.2</b>	<b>Practical</b>								
<b>MBXCBX3201</b>	Digital Marketing - I	0	0	2	1	60	40	100	1
<b>B.</b>	<b>Minor Stream Courses/ Department Electives</b>								
<b>B.1</b>	<b>Theory</b>								
<b>MBXEBC3113</b>	Talent Management	2	0	0	1	40	60	100	2
<b>MBXEBC3114</b>	Strategic Human Resource Management	3	0	0	1	40	60	100	3
<b>B.2</b>	<b>Practical</b>								
<b>C</b>	<b>Multidisciplinary Courses</b>								
<b>BULEBX3111</b>	Strategic Management	3	0	0	1*	40	60	100	3
<b>BULEBX3112</b>	Decision Science	3	0	0	1+ 1*	40	60	100	3
<b>D</b>	<b>Ability Enhancement Courses (AEC)</b>								
<b>BUACHU3209</b>	Corporate Communication - I	0	0	2		60	40	100	1
<b>E</b>	<b>Skill Enhancement Courses (SEC)</b>								
	-								
<b>F</b>	<b>Value Added Courses (VAC)</b>								
<b>BUVCCE3204</b>	Elements of IOT	0	0	2	1*	60	40	100	1
<b>G</b>	<b>Summer Internship / Research Project / Dissertation</b>								
<b>MBXCBX3501</b>	Summer Project	0	0	8		60	40	100	4
<b>Total</b>		19	0	6	6+ 6*				<b>25</b>
<b>Total Teaching Hours</b>		<b>30/36</b>							

**SH: Supporting Hours**

\*Classes will be conducted fortnightly.

<b>POORNIMA UNIVERSITY, JAIPUR</b>									
Faculty of Management & Commerce									
Name of Program: <b>Masters of Business Administration</b> Batch <b>2022-24</b>									
<b>Teaching Scheme for Year II Semester IV (Marketing &amp; HR)</b>									
<b>Semester-IV</b>									
Course Code	Name of Course	Teaching Scheme				Marks Distribution			Credits
		Lecture (L)	Tutorial (T)	Practical (P)	SH	IE	ESE	Total	
<b>A.</b>	<b>Major (Core Courses)</b>								
<b>A.1</b>	<b>Theory</b>								
<b>MBXCBX4101</b>	Marketing 4.0	3	0	0	1+1*	40	60	100	3

<b>MBXCBX4102</b>	International Marketing	2	0	0	2	40	60	100	2	
<b>A.2</b>	<b>Practical</b>									
<b>B.</b>	<b>Minor Stream Courses/ Department Electives</b>									
<b>B.1</b>	<b>Theory</b>									
<b>MBXEBC4113</b>	Employee Relation and Labour legislation	3	0	0	2+1*	40	60	100	3	
<b>MBXEBC4114</b>	Performance Management System	2	0	0	2+1*	40	60	100	2	
<b>B.2</b>	<b>Practical</b>									
<b>C</b>	<b>Multidisciplinary Courses</b>									
<b>BULECE4112</b>	Indian Ethos & Business Ethics	3	0	0	1*	40	60	100	3	
<b>BULECE4113/ BULECE4114</b>	Project Management / Marketing of Automobile auctioning & Financial Products (SAMIL)	2	0	0	2	40	60	100	2	
<b>D</b>	<b>Ability Enhancement Courses (AEC)</b>									
<b>BUACHU4212</b>	Corporate Communication - II	0	0	2	1+1*	60	40	100	1	
<b>E</b>	<b>Skill Enhancement Courses (SEC)</b>									
<b>BULCSE4101</b>	Website Design and Development	2	0	0	1+1*	40	60	100	2	
<b>G</b>	<b>Summer Internship / Research Project / Dissertation</b>									
<b>Total</b>		18	0	2	11+6*				<b>18</b>	
<b>Total Teaching Hours</b>		<b>30/36</b>								

**SH: Supporting Hours**

**\*Classes will be conducted fortnightly.**

## **Syllabus**

### **Semester-I**

**Code: MBXCBX1101      Statistics & Business Research Methods      3Credits [LTP: 3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

- CO1**      DEFINE the concept of discrete and continuous random variables and compute probabilities using various probability distributions.
- CO2**      LEARN what sampling distribution is when sample size is large or small; provide estimates of unknown parameters from sample statistics using sampling theory.
- CO3**      UNDERSTAND hypotheses testing which would help in formulating a null and alternative hypothesis if research question is given; understand the logic framework of the inference of hypothesis testing and statistical vs practical significance, type of errors.
- CO4**      PERFORM analysis of variance and interpret results; Distinguish between one and two factor analysis of variance tests; Explain how chi square test works and compute test statistics and draw conclusions about sets of data based on the information gained.to contemporary business research problems
- CO5**      DEVELOP a deeper understanding of linear regression models, enhance familiarity with a range of techniques and methods through a set of diverse set of theoretical and applied readings

#### **A. OUTLINE OF THECOURSE**

<b>UnitNo.</b>	<b>Title of theunit</b>	<b>Time required for the Unit(Hours)</b>
1.	<b>Statistical Average:</b>	7
2.	Correlation and Regression :	7
3.	Hypotheses Testing I	7
4.	<b>Hypothesis testing –II ( Non Parametric Test)</b>	7
5.	<b>Probability &amp; Probability Distributions</b>	8

#### **B. DETAILED SYLLABUS**

<b>Unit</b>	<b>Unit Details</b>
1.	<b>Statistical Average</b>

	<ul style="list-style-type: none"> <li>• Concept of Statistical Average, Object and Function or Use of Averages, Kinds of Statistical Average, Central Tendency (Mean, Median, Mode), Measure of Dispersion (Range, Mean Deviation and Standard Deviation).</li> </ul>
<b>2.</b>	<b>Correlation and Regression</b>
	<ul style="list-style-type: none"> <li>• Concept of Correlation, Karl Pearson, Coefficient of Correlation, Spearman Coefficient of Rank Correlation, Concept of Regression Analysis, Least Square Method, Regression Coefficient Method, Standard Deviation Method</li> </ul>
<b>3.</b>	<b>Hypotheses Testing I</b>
	<ul style="list-style-type: none"> <li>• Developing Null and Alternative Hypotheses, Type I and Type II Errors; Level of Significance, Acceptance region, Rejection region and Critical Value; Hypothesis Testing for A Single Population Mean using the Z-statistic; Hypothesis Testing for A Single Population Mean using the t-statistic; Inferences about the Difference between Two Population Means using the Z-statistic; Inferences about the Difference between Two Population Means using the t-statistic with case of a small random sample; Inferences about the Difference between Two Population Means using the t-statistic with case of matched samples; Inferences about the Difference between Two Population Variances (F distribution).</li> </ul>
<b>4.</b>	<b>Sampling</b>
	<ul style="list-style-type: none"> <li>• Analysis of Variance: One-way and Two-way; Chi-Square Tests of Independence: Two-way Contingency Analysis Square Test.</li> </ul>
<b>5.</b>	<b>Data Analysis &amp; Report Writing</b>
	<ul style="list-style-type: none"> <li>• Concept of probability, Addition Theorem, Multiple Theorem, Inverse Probability, Mean, Variance and Standard Deviation of Discrete Distribution; Binomial Distribution; Poisson Distribution; Normal Distribution using Standard Normal Table; Normal Approximation of Binomial Probabilities.</li> </ul>

**C. RECOMMENDED STUDYMATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Statistical Techniques in Business and Economics,	Lind Douglas, Marchal William and Wathen Samuel	Latest	13 <sup>th</sup> Ed, Tata Mc Graw Hill,
2.	Business Statistics.	JK Sharma	Latest	PEARSON
3.	Research Methods for Social Work	Allen, Earl R. Babbie	Latest	Cengage Learning
4.	Business Research Methods	Donald Cooper & Pamela Schindler	Latest	McGraw Hill, New Delhi.

5.	Statistics for Business and Economics.	R P Hooda	Latest	Vikas Publishing House Pvt Ltd
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**Code: MBXCBX1102**

**Basics of Marketing**

**3Credits [LTP: 3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

- CO1** To enumerate and define the various concepts, terms in marketing and the various company orientations towards the market place.
- CO2** To classify the various components of the marketing environment of a firm and explain the same in detail.
- CO3** To apply principles of segmentation, targeting and positioning to real world marketing offering (commodities, goods, services, e-products/e-services.)
- CO4** To Breakdown the consumer buying behavior journey into various components and **DISTINGUISH** between various buying roles for a real world marketing offering to contemporary business research problems
- CO5** To Develop and explain the marketing mix for real world marketing offering ( Commodities, goods, services, e-products/e-services)

**A. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Introduction to Marketing</b>	7
2.	<b>Marketing Environment</b>	7
3.	<b>Segmentation, Target Marketing &amp; Positioning</b>	7
4.	<b>Consumer Behavior</b>	7
5.	<b>Marketing Mix</b>	8

**B. DETAILED SYLLABUS**

Unit	Unit Details
1.	<b>Introduction to Marketing</b>

	<ul style="list-style-type: none"> <li>Definition of Marketing - Understanding Marketing as Creating, Communicating, and Delivering Value. Evolution of Marketing as a Core Concept- Evolution of Marketing from Traditional to Digital Marketing. Scope of Marketing, Understanding the concepts of Need, Want, Demand, Customer Value, Customer Satisfaction, Customer Delight, Customer loyalty. Position and Importance of Marketing Department in Overall functioning of a Business Organization. Brick &amp; Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. Differentiation between Selling versus marketing. Concept of Marketing Myopia</li> </ul>
<b>2.</b>	<b>Marketing Environment</b>
	<ul style="list-style-type: none"> <li>Understanding Marketing Environment – Concept, Macro vs. Micro Environment – Components of Environment viz PESTEL. Planning and Strategy formulation as per Marketing Environment. Key determinants of Indian Marketing Environment today.</li> </ul>
<b>3.</b>	<b>Segmentation, Target Marketing &amp; Positioning</b>
	<ul style="list-style-type: none"> <li>Basic Process of Marketing. Concept of STP and its Role in Marketing. Understanding Segmentation Criterion- Geographic, Demographic, Psychographic, Behavioral segmentation for consumer goods and services. Target Market - Concept of Target Markets and criteria for selection- Segment Marketing, Niche &amp; Local Marketing, Mass marketing, Long Tail Marketing. Positioning - Concept of differentiation &amp; positioning, Perceived Value Proposition- Need and application of PV in Consumer Buying. STP in Digital marketing</li> </ul>
<b>4.</b>	<b>Consumer Behavior</b>
	<ul style="list-style-type: none"> <li>Meaning &amp; importance of Consumer Behavior, Comparison between Organizational Buying behavior and consumer buying behavior. Buying Process thru Psychological Field– Role of Consumer Personality, Motivation Perception, learning &amp; Attitude. Buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Kotler’s 5A Model to induce Buying. The Concept of Zero Moment of Truth- ZMOT and its application.</li> </ul>
<b>5.</b>	<b>Marketing Mix</b>
	<ul style="list-style-type: none"> <li>Origin &amp; Concept of Marketing Mix, The 4P’s - Product, Price, Place, Promotion. The Augmented 3P’s People, Process, Physical evidence. Deal in detail all components of Ps and their Application in Optimizing Marketing Mix. Developing Marketing Mix for cutting edge in the Market Place. Product Life Cycle: Concept &amp; characteristics of Product Life Cycle (PLC), How the Ps behave thru PLC, Types of PLC and Strategies across stages of the PLC. BCG Matrix and its application for Product Profiling</li> </ul>

**C. RECOMMENDED STUDYMATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
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1.	Marketing Management,	Philip Kotler, Kevin Lane Keller, Abraham Koshy, MithileshwarJha,	Latest	Pearson.
2.	Marketing Management	RajanSaxena,	Latest	TMGH
3.	Marketing Management	Ramaswamy&Namakumari,	Latest	Macmillan
4.	Marketing Management- Text and Cases	Tapan K Panda	Latest	Excel Books.
5.	Marketing	Lamb Hair Sharma, McDaniel	Latest	Cengage Learning

**Code:** MBXCBX1103

**Digital Business**

**3Credits [LTP: 3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

- CO1** To describe the conceptual framework of e commerce, mobile commerce and social commerce.
- CO2** To summarize the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
- CO3** To apply value creation & competitive advantage in a digital Business environment
- CO4** To classify the prevalent digital business models into various groups and OUTLINE their benefits and limitations.
- CO5** To explain the various applications of Digital Business in the present day world.

**A. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Electronic Commerce</b>	7
2.	<b>Mobile Commerce, Social Commerce and IoT</b>	7

3.	<b>Digital Business Ecosystem</b>	7
4.	<b>Digital Business Applications - I:</b>	7
5.	<b>Digital Business Applications - II:</b>	8

## B. DETAILED SYLLABUS

Unit	Unit Details
<b>1.</b>	<b>Electronic Commerce</b>
	<ul style="list-style-type: none"> <li>• The Digital Revolution and Society, The Digital and Social Worlds - The Digital Economy, The Digital Enterprise, Virtual Communities, Online Communities,</li> <li>• Defining Electronic Commerce, Emerging E-Commerce Platforms. E-Business, Electronic Markets and Networks; The Content and Framework of E-Commerce,</li> <li>• Classification of E-Commerce by the Nature of the Transactions and the Relationships Among Participants, E-Commerce Business Models,</li> <li>• Integrating the Marketplace with the Marketspace,</li> <li>• Web 2.0. Drivers,</li> <li>• Benefits and Limitations of E-Commerce,</li> <li>• Impact of E-Commerce on business, government, customers, citizens and society.</li> </ul>
<b>2.</b>	<b>Mobile Commerce, Social Commerce and IoT</b>
	<ul style="list-style-type: none"> <li>• Mobile Commerce, Attributes Applications and Benefits of MCommerce,</li> <li>• Mobile Marketing - Shopping and Advertising.</li> <li>• Social Commerce: Social Commerce, Social Business (Enterprise), Social Business Networks and Social Enterprise, Social Media, Platforms for Social Networking; Social Media Marketing, Enterprise 2.0, Improved Business Models.</li> <li>• Entrepreneur Networks, Enterprise Social Networks, The Benefits and Limitations of Social Commerce, Benefits to Customers, Retailers, Employees, players in the ecosystem.</li> <li>• Social Collaboration (Collaboration 2.0) - Essentials of Social Collaboration, Consumer-to-Consumer Electronic Commerce (C2C), Person-to-Person models.</li> <li>• Internet of Things: Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets.</li> </ul>
<b>3.</b>	<b>Digital Business Ecosystem</b>



	<ul style="list-style-type: none"> <li>• Electronic Commerce Mechanisms, Online Purchasing Process,</li> <li>• E-Marketplaces - Types, Components and Participants, Disintermediation and Reintermediation;</li> <li>• Customer Shopping Mechanisms - Webstores, Malls, and Portals, Webstores, Electronic Malls , Web (Information) Portals.</li> <li>• Intermediaries: Roles of Intermediaries in E-Marketplaces, Merchant Solutions: Electronic Catalogs, Search Engines, and Shopping Carts, Electronic Catalogs, E-Commerce Search Activities, Auctions - Traditional Auctions Versus E-Auctions, Dynamic Pricing.</li> <li>• Changing Supply Chains: Structure of the Supply Chain, EC Order Fulfillment Process, Speeding Up Deliveries, Partnering Efforts and Outsourcing Logistics, Order Fulfillment in Make-to- Order (MTO) and Mass Customization.</li> <li>• Digital Payments: Smart Cards, Stored-Value Cards, EC Micropayments, Payment Gateways, Mobile Payments, Digital and Virtual Currencies, Security, Ethical, Legal, Privacy, and Technology Issues.</li> </ul>
<b>4.</b>	<b>Digital Business Applications - I:</b>
	<ul style="list-style-type: none"> <li>• Electronic Retailing: B2C Electronic Retailing, Characteristics, Advantages, Limitations,</li> <li>• E-Tailing Business Models, Classification of Models by Distribution Channel, Referring Directories, Malls with Shared Services.</li> <li>• Social Shopping – Concept, Benefits and Drivers, Social Shopping Aids – Recommendations, Reviews, Ratings, and Marketplaces, Real-Time Online Shopping.</li> <li>• The Online Versus Off-Line Competition, Click-and-Brick models, Product and Service Customization and Personalization.</li> <li>• Fintech: E-Banking, Mobile Banking, Pure Virtual Banks, Insurance, and Stock Trading, Other Mobile Finance Applications.</li> <li>• Digital Government: Government-to-Citizens, Government-to-Business, Government-to-Government, Government-to-Employees Models, Internal Efficiency and Effectiveness, E-Government and Social Networking, M-Government.</li> <li>• E-Learning, E-Training, and E-Books: Basics of ELearning, Characteristics, Advantages, Limitations, Distance Learning and Online Universities, Online Corporate Training, Social Networks and E-Learning, E-Learning Management Systems, Electronic Books.</li> </ul>
<b>5.</b>	<b>Digital Business Applications - II:</b>

- Online Travel and Tourism Services: Characteristics of Online Travel, Benefits, Limitations, and Competition in Online Travel Services.
- E-Employment: Online Job Market, Social Networks Based Job Markets, Social Recruiting, Virtual Job Fairs and Recruiting Events, Benefits and Limitations of the Electronic Job Market.
- E-Health: Definition, Electronic Medical Record Systems (EMR), Doctors' System, Patients Services, Medical Devices and Patients Surveillance.
- Entertainment, Media & Gaming: Service Industry Consumer Applications. Digital Products, Internet TV and Internet Radio, Social Television (TV) Mobile Entertainment, Mobile Marketing, Mobile Streaming Music and Video Providers, Entertainment in Cars; Gaming - Mobile Games, Social Games and Gamification, Business of Social Games, Educational Social Games; Mobile Gambling, Mobility and Sports; Social Entertainment.

### C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Introduction to E Commerce & Social Commerce,	Turban E , Whiteside J , King D, Outland J	Latest	Springer
2.	Electronic Commerce – A Managerial Perspective	Efraim Turban, David King, Dennis Viehland, Jae Lee	Latest	Pearson Education
3.	E-Business and E-Commerce Management- Strategy, Implementation and Practice	Dave Chaffey	Latest	Pearson Education

**Code:** MBXEEX1111

**Managerial Accounting**

**3Credits [LTP: 3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

- CO1** To describe the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
- CO2** To explain all the theoretical concepts taught through the syllabus.
- CO3** To perform all the necessary calculations through the relevant numerical problems.
- CO4** To analyze the situation and decide the key financial as well as non-financial elements involved in the situation.

**CO5** To evaluate the financial impact of the decision..

**A. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Concept and Introduction</b>	4+1
2.	<b>Cost Accounting</b>	7+1
3.	<b>Short Term Business Decision Techniques</b>	8+1
4.	<b>Budgetary Control</b>	8+1
5.	<b>Standard Costing</b>	8+1

**B. DETAILED SYLLABUS**

Unit	Unit Details
<b>1.</b>	<b>Concept and Introduction</b>
	<ul style="list-style-type: none"> <li>Management Accounting: Meaning, nature, objectives; Financial Accounting vs Management Accounting; Functions of Management Accounting; Scope of Management Accounting; Tools of Management Accounting; Significance of Management Accounting; Limitations of Management Accounting</li> </ul>
<b>2.</b>	<b>Cost Accounting</b>
	<ul style="list-style-type: none"> <li>Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost, Preparation of Cost Sheet.</li> </ul>
<b>3.</b>	<b>Short Term Business Decision Techniques</b>
	<ul style="list-style-type: none"> <li>Marginal Costing: Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis, Short Term Business Decisions– Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions.</li> </ul>
<b>4.</b>	<b>Budgetary Control</b>
	<ul style="list-style-type: none"> <li>Budgetary Control: Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Preparation of Functional Budgets–Raw Material Purchase &amp; Procurement Budget, Cash Budget and Flexible Budget</li> </ul>
<b>5.</b>	<b>Standard Costing</b>
	<ul style="list-style-type: none"> <li>Standard Costing: Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis. Material Variances– Material Cost Variance, Material Rate Variance, Material Usage Variance, Material Mix Variance and Material Yield Variance. Labour Variances –Labour Cost Variance, Labour Rate Variance, Labour Efficiency Variance, Labour Mix Variance, Labour Idle Time Variance and Labour Yield Variance</li> </ul>

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Management Accounting	Khan and Jain	Latest	Tata McGraw Hill
2.	Financial Accounting for Management	ShankarnarayananRamanath	Latest	CENGAGE Learning.
3.	Management Accounting	Dr. Mahesh Kulkarni Dr. Suhas Mahajan	Latest	Nirali Publication
4.	Financial Accounting for Managers	Sanjay Dhmiya	Latest	Pearson Publications
5.	Management Accounting	Mr. Anthony Atkinson, Robert Kaplan	Latest	Pearson

**Code: MBXEBC1112**

**Organizational Behaviour**

**3Credits [LTP: 3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

- CO1** To Describe the key concepts of organizational behavior.
- CO2** To Understand perception process and theories about how managers should behave to motivate and control employees.
- CO3** To Articulate aspects of organizational culture and interpret cultural diversity
- CO4** To Build people and leadership skills essential for managerial success
- CO5** To Analyse causes of conflict and Outline conflict management strategies that managers can use to resolve organizational conflict effectively

**A. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Fundamentals of OB</b>	7
2.	<b>Perception</b>	7
3.	<b>Group and Team Dynamics:</b>	7
4.	<b>Conflict Management</b>	7
5.	<b>Stress at workplace</b>	8

## B. DETAILED SYLLABUS

Unit	Unit Details
<b>1.</b>	<b>Fundamentals of OB</b>
	<ul style="list-style-type: none"> <li>• Evolution of management thought , five functions of management,</li> <li>• Definition, scope and importance of OB,</li> <li>• Relationship between OB and the individual, Evolution of OB,</li> <li>• Models of OB (Autocratic, Custodial, Supportive, Collegial &amp; SOBC), Limitations of OB.</li> <li>• Values, Attitudes and Emotions: Introduction, Values, Attitudes,</li> <li>• Definition and Concept of Emotions,</li> <li>• Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence , difference between EQ and IQ.</li> <li>• Personality :Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window , Transaction Analysis ,</li> <li>• Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude.</li> </ul> <p>Note: Evolution of Management thought to OB and functions of management to be covered in brief as a background interface to the subject only</p>
<b>2.</b>	<b>Perception</b>
	<ul style="list-style-type: none"> <li>• Meaning and concept of perception, Factors influencing perception, Selective perception,</li> <li>• Attribution theory, Perceptual process, Social perception (stereotyping and halo effect).</li> <li>• Motivation: Definition &amp; Concept of Motive &amp; Motivation,</li> <li>• The Content Theories of Motivation (Maslow's Need Hierarchy &amp; Herzberg's Two Factor model Theory),</li> <li>• The Process Theories (Vroom's expectancy Theory &amp; Porter Lawler model)</li> <li>• Contemporary Theories- Equity Theory of Work Motivation</li> </ul>
<b>3.</b>	<b>Group and Team Dynamics</b>
	<ul style="list-style-type: none"> <li>• The Meaning of Group &amp; Group behavior &amp; Group Dynamics,</li> <li>• Types of Groups, The Five -Stage Model of Group Development</li> <li>• Team Effectiveness &amp; Team Building.</li> <li>• Leadership: Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types,</li> <li>• Theories of Leadership.- Trait and Behavioral Theories.</li> </ul>
<b>4.</b>	<b>Conflict Management</b>

	<ul style="list-style-type: none"> <li>• Definition and Meaning, Sources of Conflict,</li> <li>• Types of Conflict,</li> <li>• Conflict Management Approaches.</li> <li>• Organizational Culture: Meaning and Nature of Organization Culture - Origin of Organization Culture,</li> <li>• Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture,</li> <li>• Managing Cultural Diversity</li> </ul>
<b>5.</b>	<b>Stress at workplace</b>
	<ul style="list-style-type: none"> <li>• Work Stressors – Prevention and Management of stress</li> <li>• Balancing work and Life, workplace spirituality.</li> <li>• Organizational Change: Meaning, definition &amp; Nature of Organizational Change,</li> <li>• Types of Organizational change, Forces that acts as stimulants to change.</li> <li>• Kurt Lewin’s- Three step model, How to overcome the Resistance to Change,</li> <li>• Methods of Implementing Organizational Change,</li> <li>• Developing a Learning Organization.</li> </ul>

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Organizational Behaviour	Robins	Latest	Pearson Education
2.	Organizational Behaviour	K Ashwathappa	Latest	Himalaya Publishing House
3.	Organizational Behaviour	Fred Luthans	Latest	Mcgraw Hill
4.	Understanding OB	UdayPareek	Latest	Oxford
5.	Human Resource Management	Nkomo	Latest	CENGAGE Learning

**Code: BULEBX1112**

**Legal Aspect of Business**

**2 Credits [LTP:2-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

- CO1** To describe the key terms involved in each Act
- CO2** To summarize the key legal provisions of each Act.
- CO3** To apply the Acts in common business situations.
- CO4** To outline the various facets of basic case laws of each Act from a legal and managerial perspective.

#### A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit (Hours)
1.	<b>The Contract Act, 1872</b>	7
2.	<b>Sale of Goods Act, 1930</b>	7
3.	<b>The Negotiable Instrument Act, 1881</b>	7
4.	<b>The Companies Act, 2013</b>	7
5.	<b>The Consumer Protection Act, 1986 &amp; Other Business legislation</b>	8

#### B. DETAILED SYLLABUS

Unit	Unit Details
<b>1.</b>	<b>The Contract Act, 1872</b>
	<ul style="list-style-type: none"> <li>• Contract - Meaning and definition of Contract,</li> <li>• Essential elements of Valid Contracts, Classification/ kinds of contracts, Contingent Contract,</li> <li>• Performance and Discharge of contract,</li> <li>• Breach of contract - Meaning &amp; remedies, Quasi Contract,</li> <li>• Contracts of Indemnity &amp; Guarantee,</li> <li>• Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency</li> </ul>
<b>2.</b>	<b>Sale of Goods Act, 1930</b>
	<ul style="list-style-type: none"> <li>• Contract of sale of goods,</li> <li>• Conditions &amp; warranties</li> <li>• Transfer of property or ownership</li> <li>• Performance of the Contract of Sale</li> <li>• Rights of unpaid seller</li> <li>• Sale by Auction</li> </ul>
<b>3.</b>	<b>The Negotiable Instrument Act, 1881</b>

	<ul style="list-style-type: none"> <li>• Negotiable Instruments – Meaning and definition, Characteristics, Types, Parties and Holder and holder in due course,</li> <li>• Negotiation and Assignment,</li> <li>• Types of Endorsements,</li> <li>• Dishonor of Negotiable Instrument – Noting and Protest,</li> </ul>
<b>4.</b>	<b>The Companies Act, 2013</b>
	<ul style="list-style-type: none"> <li>• Company – , Meaning and Definition, Features</li> <li>• Classification of company</li> <li>• Prospectus</li> <li>• Incorporation of Company</li> <li>• Memorandum of Association (MOA), Articles of Association (AOA)</li> <li>• Winding up of Company,</li> </ul>
<b>5.</b>	<b>The Consumer Protection Act, 1986 &amp; Other Business legislation</b>
	<ul style="list-style-type: none"> <li>• Consumer and Consumer Dispute: Concept &amp; Cases;</li> <li>• Unfair &amp; Restrictive Trade Practices, Establishment of the Central Consumer Protection Authority (CCPA),</li> <li>• Consumer Disputes Redressal Commission–Jurisdiction, Powers, Appellate Authority, Rights of consumers.</li> </ul>

### C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Business Legislations for Management,	M.C. Kuchhal	Latest	S. Chand & Sons
2.	Elements of Mercantile Law	N.D.Kapoor.	Latest	S. Chand & Sons
3.	Legal Aspects of Business,	Akhileshwar Pathak.	Latest	Tata Mcgraw Hill
4.	Business and Corporate Laws,	Dr. P.C. Tulsian.	Latest	Tata Mcgraw Hill
5.	Legal Aspects of Business,	Ravinder Kumar.	Latest	Cengage Learning



**COURSE OUTCOMES:** After Successful completion of the course students will be able-

- CO1** To define the key terms in economics and.
- CO2** To explain the reasons for existence of firms and their decision making goals
- CO3** To Make use of the basic concepts of demand , Supply, demand forecasting, Equilibrium and their determinants.
- CO4** To analyze cost function and the difference between short-run and long-run cost function and establish the relationship between production function and cost function.
- CO5** To Examine the effect of non price factors on products and services of monopolistic and oligopoly firms.

**A. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Managerial Economics</b>	5+1
2.	<b>Utility &amp; Demand Analysis:</b>	7+1
3.	<b>Supply &amp; Market Equilibrium</b>	7+1
4.	<b>Revenue Analysis and Pricing Policies</b>	10+1
5.	<b>Consumption Function and Investment Function</b>	6+1

**B. DETAILED SYLLABUS**

Unit	Unit Details
<b>1.</b>	<b>Managerial Economics</b>
	<ul style="list-style-type: none"> <li>• Concept of Economy, Economics, Microeconomics, Macroeconomics.</li> <li>• Nature and Scope of Managerial Economics, \</li> <li>• Managerial Economics and decision-making.</li> <li>• Concept of Firm, Market,</li> <li>• Objectives of Firm: Profit Maximization Model,</li> <li>• Economist Theory of the Firm,</li> <li>• Nature and functions of profit, Types of Profit- Economic and Accounting Profit.</li> </ul>
<b>2.</b>	<b>Utility &amp; Demand Analysis:</b>

	<ul style="list-style-type: none"> <li>• Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer’s equilibrium - Budget line and Consumer surplus.</li> <li>• Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand,</li> <li>• Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting,</li> <li>• Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods,</li> <li>• Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numerical not expected)</li> </ul>
<b>3.</b>	<b>Supply &amp; Market Equilibrium</b>
	<ul style="list-style-type: none"> <li>• Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply.</li> <li>• Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance,</li> <li>• Market Equilibrium and Changes in Market Equilibrium.</li> <li>• Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production.</li> <li>• Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale,</li> <li>• Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run.</li> </ul>
<b>4.</b>	<b>Revenue Analysis and Pricing Policies</b>
	<ul style="list-style-type: none"> <li>• Introduction, Revenue: Meaning and Types,</li> <li>• Relationship between Revenues and Price Elasticity of Demand,</li> <li>• Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost pricing. Cyclical pricing.</li> <li>• Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing.</li> <li>• Price Determination under Perfect Competition- Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition.</li> <li>• Pricing Under Imperfect Competition- Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price, Leadership, Pricing Power, Duopoly, Industry Analysis.</li> <li>• Profit Policy: Break Even analysis. Profit Forecasting. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price.</li> </ul>
<b>5.</b>	<b>Consumption Function and Investment Function</b>

- Introduction, Consumption Function, Investment Function,
- Marginal efficiency of capital and business expectations, Multiplier, Accelerator
- Business Cycle: Introduction, Meaning and Features,
- Theories of Business Cycles,
- Measures to Control Business Cycles,
- Business Cycles and Business Decisions.

### C. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	Edition	Publication
1.	Managerial Economics	Peterson, Lewis, Sudhir Jain	Latest	Prentice Hall
2.	Managerial Economics	Mote, Paul and Gupta,	Latest	T M H, New Delhi
3.	Managerial Economics - Analysis, Problems and Cases	P.L. Mehta	Latest	Sultan Chand Sons, New Delhi.
4.	Managerial Economics	D. Salvatore	Latest	McGraw Hill, New Delhi.
5.	Managerial Economics	Varshney and Maheshwari,	Latest	Sultan Chand and Sons, New Delhi.

**Code:** BUACHU1229

**Advanced Communication Skills – I 1 Credit [LTP:0-0-2]**

### Course Outcomes:

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

CO	Cognitive Abilities	Course Outcomes
CO-01	Understand/ Apply	The learner will be able to write a SWOT analysis report by making concise, formal notes using formal language and structuring.
CO-02	Apply/Create	The learner will be able to design scripts, structure and organize what they want to say to start and continue a conversation (Formal/Informal) in order to strengthen interpersonal skills.
CO-03	Understand/ Create	The learner will be able to invent and organize plot; develop character; modulate tone; make use of evocative imagery etc. to follow the stages of the writing process (prewriting/writing/rewriting).

<b>CO-04</b>	<b>Understand/Analyze</b>	The learner will be able to identify, comprehend and analyze the main and supporting details to answer subjective, objective questions, make inferences, summarize, discuss and debate.
<b>CO-05</b>	<b>Understand/Analyze</b>	The learner will be able to read and analyze the texts with fluency, understanding and competence, decoding groups of words/phrases.

#### A. OUTLINE OF THE COURSE

<b>Unit No.</b>	<b>Title of the Unit</b>	<b>Time required for the Unit (Hours)</b>
<b>1</b>	<b>Essentials of Self-Management</b>	<b>4</b>
<b>2</b>	<b>Techniques of Conversation</b>	<b>4</b>
<b>3</b>	<b>Creative Writing Skills</b>	<b>6</b>
<b>4</b>	<b>Analytical Listening Skills</b>	<b>6</b>
<b>5</b>	<b>Reading Comprehension I</b>	<b>5</b>

Lab 1	Self –Management: Enhancing the quality of Self-Introduction
Lab 2	Self- Management : SWOT Analysis of Self and the organization
Lab 3	How to be an engaging speaker
Lab 4	Situational Role Plays
Lab 5	Story Writing with the help of prompts
Lab 6	Picture Perception and presentation
Lab 7	Creating new Conclusions (Movies)
Lab 8	Listening Skills : Ted Talks
Lab 9	Listening Skills : Impactful Speeches
Lab 10	Listening Comprehension (IELTS/TOEFL)
Lab 11	Reading Comprehension : Article Analysis
Lab 12	Reading Comprehension : Passages (Competitive Exams)

#### RECOMMENDED BOOKS

<b>S.No</b>	<b>Books /Website links</b>
<b>1</b>	<b>Developing Communication Skills</b> Mohan, Krishna

2	Hand Book of Practical Communication Skills Wright, Chrissie
3	Speaking and Writing for Effective Business Communication Soundararaj, Francis
4	Build your business vocabulary Flower, John
5	A Course in Listening and Speaking 1 Sasikumar,V
6	Personality development and soft skills Mitra, Barun K.
7	<a href="https://www.youtube.com/watch?v=Fsr4yrSAIAQ">https://www.youtube.com/watch?v=Fsr4yrSAIAQ</a>
8	<a href="https://www.youtube.com/watch?v=Sg7Q_dC_fwU&amp;list=PLPuC5CMHiqmuzq_KQ4aw0V9Q7xJY6aezb">https://www.youtube.com/watch?v=Sg7Q_dC_fwU&amp;list=PLPuC5CMHiqmuzq_KQ4aw0V9Q7xJY6aezb</a>

**Code: BULCSE1202**

**MS Excel and Advanced Excel Lab**

**1 Credit [LTP:0-0-2]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	To demonstrate the Basic concepts Excel's Files, Ribbon and Shortcut.
<b>CO2</b>	To understand the Functions of Working with Dates and Times &Text.
<b>CO3</b>	To applythe Creating Formulas for Financial Applications.
<b>CO4</b>	To analyze the Custom Number Formats.
<b>CO5</b>	To Analyzing Data with the Analysis Tool.

**A. OUTLINE OF THECOURSE**

UnitNo.	Title of theunit	Time required for the Unit(Hours)
1.	<b>Understanding Excel's Files, Ribbon and Shortcut</b>	5
2.	<b>Working with Dates and Times &amp; Text</b>	5
3.	<b>Creating Formulas for Financial Applications</b>	5
4.	<b>Using Custom Number Formats</b>	5
5.	<b>Report Writing</b>	5

**B. DETAILED SYLLABUS**

Unit	Unit Details
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<b>1.</b>	<b>Understanding Excel's Files, Ribbon and Shortcut</b>
	<ul style="list-style-type: none"> <li>• Understanding Excel's Files, Ribbon and Shortcut: Create a workbook, Enter data in a worksheet, Format a worksheet, Format numbers in a worksheet,</li> <li>• Create an Excel table, Filter data by using an AutoFilter, Sort data by using an AutoFilter.</li> <li>• Essential Worksheet Operations: Using Help (F1), Key Board Shortcuts. Working with Cells and Ranges: Formatting Cells, Name Manager.</li> <li>• Visualizing Data Using Conditional Formatting: Apply conditional formatting.</li> <li>• Printing Your Work: Print a worksheet, Using Print Preview &amp; Other Utilities.</li> <li>• Lab based Evaluation</li> </ul>
<b>2.</b>	<b>Working with Dates and Times &amp; Text</b>
	<ul style="list-style-type: none"> <li>• Working with Dates and Times &amp; Text: Working with Dates &amp; Time, Creating Formulas that Manipulate Text – Upper, Proper, Lower, Concatenate, Text to column.</li> <li>• Creating Formulas That Count, Sum, Subtotal: Create a formula, Use a function in a formula.</li> <li>• Creating Formulas That Look Up Values: VLookup, HLookup, Match&amp; Index. Lab based Evaluation.</li> </ul>
<b>3.</b>	<b>Creating Formulas for Financial Applications</b>
	<ul style="list-style-type: none"> <li>• Introduction to formulas e.g. PV, PMT, NPER, RATE, Creating Balance Sheet,</li> <li>• Investment Calculations,</li> <li>• Depreciation calculations.</li> <li>• Creating Charts and Graphics: Chart your data, Creating Sparkline Graphics,</li> <li>• Using Insert Tab Utilities .</li> <li>• Lab based Evaluation.</li> </ul>
<b>4.</b>	<b>Using Custom Number Formats</b>
	<ul style="list-style-type: none"> <li>• Using Custom Number Formats: Right click, Format Cells window.</li> <li>• Using Data Tab and Data Validation: Getting external Data, Remove Duplicates, Apply data validation &amp; using utilities from Data Tab.</li> <li>• Protecting Your Work: Using Review Tab Utilities Performing Spreadsheet</li> <li>• What-If Analysis: Create a macro, Activate and use an add-in.</li> <li>• Lab based Evaluation.</li> </ul>
<b>5.</b>	<b>Report Writing</b>
	<ul style="list-style-type: none"> <li>• Analyzing Data with the Analysis Tool Pak: Anova, Correlation, Covariance.</li> <li>• Descriptive Statistics, Histogram, Random Number Generation, Rank and Percentile, Regression, t-Test, Z Test.</li> <li>• Using Pivot Tables for Data Analysis: Create Data Base for Pivot, Analysing Data with Pivot Tables, Producing Report with a Pivot Table.</li> <li>• Lab based Evaluation.</li> </ul>

**C. RECOMMENDED STUDY MATERIAL:**

<b>Sr. No</b>	<b>Reference Book</b>	<b>Author</b>	<b>Edition</b>	<b>Publication</b>

1.	Excel 2010 Bible [With CDROM],	John Walkenbach,	Latest	John Wiley & Sons, 2010
2.	Excel 2007 for Dummies,	Greg Harvey.	Latest	
3.	New Perspectives on Microsoft Office Excel 2007.		Latest	

**Code: BULCSE1101                      Entrepreneurship Development                      2 Credit [LTP:2-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth.
<b>CO2</b>	DISCUSS the various theories of entrepreneurship.
<b>CO3</b>	Construct a framework for customer identification for a start-up
<b>CO4</b>	OUTLINE the financial requirements of a start-up at various stages and the options of financing available
<b>CO5</b>	COMPOSE an inventory of possible entrepreneurial opportunities in contemporary local, regional and national context and to CREATE a business plan for an entrepreneurial venture

**A. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Entrepreneurship</b>	5
2.	<b>Theories of entrepreneurship</b>	3
3.	<b>Customer Discovery:</b>	5
4.	<b>The Financial Road Map:</b>	5
5.	<b>Enterprise Promotion</b>	7

**B. DETAILED SYLLABUS**

Unit	Unit Details
<b>1.</b>	<b>Entrepreneurship</b>

	<ul style="list-style-type: none"> <li>• Concept of Entrepreneur. Intrapreneur, Entrepreneurship and Manager.</li> <li>• Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship.</li> <li>• Attributes and Characteristics of successful entrepreneurs. Functions of an Entrepreneur, Classification of Entrepreneurs.</li> <li>• Role of Entrepreneur in Indian Economy, Developing entrepreneurial culture,</li> <li>• Factors influencing Entrepreneurship Growth - Economic, Non-Economic Factors, For profit or Not for profit entrepreneurs,</li> <li>• Constraints for the Growth of Entrepreneurial Culture,</li> <li>• Entrepreneurship as a career, Entrepreneurship as a style of management,</li> <li>• Emerging Models of Corporate Entrepreneurship,</li> <li>• India's start up revolution–Trends, Imperatives, benefits; the players involved in the ecosystem</li> <li>• Business Incubators-Rural entrepreneurship, social entrepreneurship, women entrepreneurs, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India.</li> </ul>
<b>2.</b>	<b>Theories of entrepreneurship</b>
	<ul style="list-style-type: none"> <li>• Innovation Theory by Schumpeter &amp; Imitating</li> <li>• Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein,</li> <li>• Theory of Profit by Knight,</li> <li>• Theory of Social change by Everett Hagen.</li> </ul>
<b>3.</b>	<b>Customer Discovery</b>
	<ul style="list-style-type: none"> <li>• Entrepreneurial Opportunity Search and Identification;</li> <li>• Market Intelligence, Market analysis, Market research, Customer validation,</li> <li>• developing your business model, Crafting your value proposition,</li> <li>• Product Development, Managing the product development process,</li> <li>• Long Tail markets,</li> <li>• Product launch goals,</li> <li>• Go-to-Market Strategy,</li> <li>• The role of selling in a startup,</li> <li>• Sales forecasting for startups,</li> <li>• Mapping buyer response modes.</li> <li>• Social media Promotion tools.</li> <li>• Design Thinking Process.</li> </ul>
<b>4.</b>	<b>The Financial Road Map Entrepreneurship</b>



	<ul style="list-style-type: none"> <li>• Planning/Budgeting,</li> <li>• Developing a financial roadmap, financial statements: the four components,</li> <li>• How to budget for startup success, Bootstrapping and alternative sources of funding,</li> <li>• Informal capital– Friends &amp; Family, Crowdfunding, Venture capital, Private Equity, Financing Mix and the Financing continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement,Role of Government in ED,</li> <li>• various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch.</li> </ul>
<b>5.</b>	<b>Enterprise Promotion</b>
	<ul style="list-style-type: none"> <li>• Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, Business Planning Process, The business plan as an entrepreneurial tool,</li> <li>• Elements of Business Plan, Objectives, Market Analysis, Development of product / idea - Resources, Capabilities, and strategies, identifying attributes of strategic resources,</li> <li>• Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis, Industry Analysis, Embryonic Companies and Spin off's, Porter's five forces model, Identifying the right Business Model Canvas, Seven Domains of John Mullins</li> <li>• Opportunities in Emerging/Transition/Decline industries, Opportunities at the bottom of the pyramid, Opportunities in social sector, Opportunities arising out of digitization, Marketing, Finance, Organization &amp; Management,</li> <li>• Ownership - Franchising, networking and alliances, Buying an existing business, Critical risk contingencies of the proposal, Scheduling and milestones.</li> </ul>

**C. RECOMMENDED STUDY MATERIAL:**

<b>Sr. No</b>	<b>Reference Book</b>	<b>Author</b>	<b>Edition</b>	<b>Publication</b>
1.	Dynamics of Entrepreneurship Development	Vasant Desai	Latest	Himalaya Publishing House
2.	. Entrepreneurship Development New Venture Creation,	SatishTaneja, S.L.Gupta	Latest	Himalaya Publishing House
3.	Entrepreneurship: New Venture Creation,	David H. Holt	Latest	Pearson Education
4.	Entrepreneurship: Strategies and Resources	Marc J. Dollinger	Latest	Pearson Education

5.	Innovation and Entrepreneurship	Peter F. Drucker	Latest	Harper Business
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<b>Syllabus</b>
<b>Semester-II</b>

<b>Code: MBXCBX2101</b>	<b>Marketing Management</b>	<b>3 Credits [LTP:3-0-0]</b>
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**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	To define the key terms associated with the 4 Ps of marketing.
<b>CO2</b>	Compare and Contrast various Methods and Strategies of pricing for a real world Market Offering (Commodities, Goods, Services, E-Goods, E-Services)
<b>CO3</b>	Applying Distribution Network Knowledge & Creating various channel options for a real world Market Offering (Commodities, Goods, Services, E-Goods, E-Services)
<b>CO4</b>	Examin the Product Hierarchy of Few Market Leaders in any Industry for a reality Check of their Market Offering (Commodities, Goods, Services, E-Goods, E-Services)
<b>CO5</b>	Assess the impact of IMC of any Leading company for Launch of a Product Offering. (Commodities, Goods, Services, E-Goods, E-Services)

**A. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Product</b>	10+1
2.	<b>Pricing</b>	5+1
3.	<b>Place</b>	5+1
4.	<b>Promotion</b>	12+1
5.	<b>Product Level Planning</b>	3+1

**B. DETAILED SYLLABUS**

Unit	Unit Details
1.	<b>Product</b>

	<ul style="list-style-type: none"> <li>• Meaning- What is a product. Understanding Product as a Market Offering; What is Goods- Services Continuum and how to create Maximum Perceived Value Proposition for the consumers using the various Ps (Basic Ps + Augmented Ps); How Products are created Using Kotler’s 5 Product Level Concept; Classification of Products as per Form- Tangible vs. Intangible, Tangibility Spectrum. Classification of products as per Market Segment- Consumer vs. Industrial. Classification of Consumer Products as per Purchase Behavior - FMCG, Shopping, Specialty, Unsought goods. Classification of Industrial Products - Materials and parts, capital items, supplies and services; The Product Hierarchy, Product Mix, Product Line Analysis, Product Line Length &amp; Width; New Product Development – What is a New Product, How New Products are Created, The New Product Development Process- Idea Generation to commercialization. Booz Allen &amp; Hamilton Classification Scheme for New Products; Product Differentiation thru Branding: Concept, Definition, Commodity Vs. Brand, Product Vs Brand, Concept of Brand equity; Managing Product Offering during PLC</li> </ul>
<b>2.</b>	<b>Pricing</b>
	<ul style="list-style-type: none"> <li>• Meaning- What is Price, Definition and Relevance; The Role &amp; Importance of Pricing in Perceived Value Creation; Factors Influencing Price Decision Framework; Setting the Price: Setting pricing objectives, Determining demand, Estimating costs, Analyzing competitors’ pricing, Selecting pricing method, selecting final price; Pricing Methods and Uses- Forward Pricing, Backward Pricing, BEP Pricing &amp; Perceived Value Pricing. Special reference to be given to Value Pricing. Use Rajan Saxena Model of Value Pricing; Adapting Price using Pricing Strategies. Skimming Pricing, Penetration Pricing, Loss Leader Pricing, Psychological Pricing, Geographical pricing, Price discounts &amp; allowances, Promotional pricing, Differentiated pricing, concept of transfer pricing, Dynamic pricing (surge pricing, auction pricing), Pricing in online marketing (free, premium, freemium) et al; Price Change: Initiating &amp; responding to price changes. Keeping Price below Customers’ Differential Threshold/ JND; Factors influencing pricing decisions during PLC.</li> </ul>
<b>3.</b>	<b>Place</b>
	<ul style="list-style-type: none"> <li>• Meaning, Need, Role &amp; Importance of Distribution Management and Logistics, India a difficult Marketing Destination for setting Distribution Channels. Building Value Networks to reach the Last Customer; Types of Marketing Channels, Channel functions &amp; flows, Channel Levels, Channel Design Decisions - Analyzing customers’ desired service output levels, establishing objectives &amp; constraints, Identifying &amp; evaluating major channel alternatives; Channel Options - Introduction to Wholesaling, Retailing, Franchising, Direct Marketing, Introduction to Omni channel &amp; Hybrid Channel options. Market Logistics Decisions - Order Processing, Warehousing, Inventory, and Logistics; Designing &amp; Modifying Channel Options during PLC</li> </ul>
<b>4.</b>	<b>Promotion</b>

	<ul style="list-style-type: none"> <li>• Meaning, Need, Role &amp; Scope of Promotion; Communication Model and AIDA Model &amp; its application in Promotion. Steps in Developing Effective Marketing Communication - Identifying Target Audience, Determining Communication Objectives, Designing the Message, Choosing Media, Selecting Message Source, Collecting Feedback and Analysis; The role of Marketing Communications in Positioning; Communication Mix Elements- Introduction to Advertising, Sales Promotion, Packaging, Personal Selling, Public Relations, Direct Marketing, Personal Selling, Below the Line Advertising, POS, Celebrity Endorsement, Digital Promotion Platforms and more; Communication Appeals- their Role and Application in Promotion; Merging more than one Channel to Optimize Sales &amp; Customer Satisfaction thru Techniques of Integrated Marketing Communications (IMC), Developing Effective Communication - Communication Process, Shaping the overall promotion Mix: promotional mix strategy, push-pull strategies.</li> </ul>
<b>5.</b>	<b>Product Level Planning</b>
	<ul style="list-style-type: none"> <li>• Preparation &amp; Evaluation of Marketing Plan, Basic Steps to a Good Marketing Plans - Executive Summary, Situation Analysis, Marketing Strategy, Financials, Control. Marketing Evaluation &amp; Control - Concept, Process &amp; Types of Control - Annual Plan Control, Profitability Control, Efficiency Control, Strategic Control, Marketing Audit.</li> </ul>

**C. RECOMMENDED STUDY MATERIAL:**

<b>Sr. No</b>	<b>Reference Book</b>	<b>Author</b>	<b>Edition</b>	<b>Publication</b>
1.	Marketing Management	Philip Kotler, Kevin Lane Keller, Abraham Koshy,	Latest	Pearson Education
2.	Marketing Management,	RajanSaxena	Latest	TMGH.
3.	Marketing Management- Text and Cases	Tapan K Panda	Latest	Excel Books
4.	Principles of Marketing,	Philip Kotler, Gary Armstrong, EhasanHaque,PrafullaAgnihotri,	Latest	Pearson Education

5.	Marketing Management	Ramaswamy&Namak umari.	Latest	Macmillan
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**Code:** MBXCBX2102

**Financial Management**

**3 Credits [LTP:3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	DESCRIBE the basic concepts related to Financial Management, Various techniques of Financial Statement Analysis, Working Capital, Capital Structure, Leverages and Capital Budgeting.
<b>CO2</b>	EXPLAIN in detail all theoretical concepts throughout the syllabus
<b>CO3</b>	PERFORM all the required calculations through relevant numerical problems.
<b>CO4</b>	ANALYZE the situation and <ul style="list-style-type: none"> <li>● comment on financial position of the firm</li> <li>● estimate working capital required</li> <li>● decide ideal capital structure</li> <li>● evaluate various project proposals</li> </ul>
<b>CO5</b>	EVALUATE impact of business decisions on Financial Statements, Working Capital, Capital Structure and Capital Budgeting of the firm

**A. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Business Finance</b>	3+2
2.	<b>Techniques of Financial Statement Analysis</b>	8+2
3.	<b>Working Capital Management</b>	8+2
4.	<b>Capital Structure</b>	6+2
5.	<b>Capital Budgeting</b>	6+1

**B. DETAILED SYLLABUS**

Unit	Unit Details
<b>1.</b>	<b>Business Finance</b>

	<ul style="list-style-type: none"> <li>• Introduction to Business Finance,</li> <li>• Meaning and Definition of Financial Management,</li> <li>• Objectives of Financial Management- (Profit Maximization and Wealth Maximization),</li> <li>• Modern Approach to Financial Management- (Investment Decision, Financing Decision, Dividend Policy Decision),</li> <li>• Finance and its relation with other disciplines,</li> <li>• Functions of Finance Manager</li> </ul>
<b>2.</b>	<b>Techniques of Financial Statement Analysis</b>
	<ul style="list-style-type: none"> <li>• Introduction, Objectives of financial statement analysis,</li> <li>• Various techniques of analysis viz Common Size Statements, Comparative Statements, Trend Analysis, Ratio Analysis, Funds Flow Statement &amp; Cash Flow Statement</li> </ul>
<b>3.</b>	<b>Working Capital Management</b>
	<ul style="list-style-type: none"> <li>• Meaning of Working Capital, its components &amp; types,</li> <li>• Meaning of Operating Cycle,</li> <li>• Factors affecting working capital,</li> <li>• Estimation of working capital requirement. (Operating Cycle Method &amp; Balance Sheet Method)</li> </ul>
<b>4.</b>	<b>Capital Structure</b>
	<ul style="list-style-type: none"> <li>• Meaning and Factors affecting Capital Structure,</li> <li>• Different sources of finance.</li> <li>• Concept and measurement of Cost of Capital (measurement of Specific Cost and WACC),</li> <li>• Trading on Equity,</li> <li>• Concept of Leverages and its types.</li> </ul>
<b>5.</b>	<b>Capital Budgeting</b>
	<ul style="list-style-type: none"> <li>• Meaning, Definition of Capital Budgeting,</li> <li>• Time value of money.</li> <li>• Tools of evaluation of the project based on traditional techniques and modern techniques - ARR, Payback Period, Discounted Payback Period, NPV, PI &amp; IRR</li> </ul>

**C. RECOMMENDED STUDY MATERIAL:**

<b>Sr. No</b>	<b>Reference Book</b>	<b>Author</b>	<b>Edition</b>	<b>Publication</b>
1.	Financial Management	Shashi K. Gupta and R.K. Sharma	Latest	Kalyani Publication
2.	Basics of Financial Management	V.K. Saxena and C.D. Vashist	Latest	Sultan Chand & Sons
3.	Financial Management, A Contemporary Approach	Rajesh Kothari	Latest	SAGE

4.	Working Capital Management, Theory and Practice	Dr. P. Periasamy	Latest	Himalaya Publishing House
5.	Financial Management	I M Pandey	Latest	Vikas Publishing House Pvt. Ltd

**Code:** MBXCBX2103

**Human Resource Management**

**3 Credits [LTP:3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	DESCRIBE the role of Human Resource Function in an Organization.
<b>CO2</b>	ENUMERATE the emerging trends and practices in HRM.
<b>CO3</b>	ILLUSTRATE the different methods of HR Acquisition and retention.
<b>CO4</b>	DEMONSTRATE the use of different appraisal and training methods in an Organization.
<b>CO5</b>	OUTLINE the compensation strategies of an organization

**A. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Human Resource Management</b>	5+1
2.	<b>HR Acquisition &amp; Retention</b>	8+1
3.	<b>Managing Employee Performance and Training</b>	8+1
4.	<b>Compensation Management</b>	8+1
5.	<b>Emerging Trends in HRM</b>	6+1

**B. DETAILED SYLLABUS**

Unit	Unit Details
<b>1.</b>	<b>Human Resource Management</b>

	<ul style="list-style-type: none"> <li>• Concept and Challenges - Introduction, Objectives, Scope, Features of HRM,</li> <li>• Role of HRM, Importance of HRM,</li> <li>• Policies and Practices of HRM,</li> <li>• Functions of HRM ,</li> <li>• Challenges of HRM.</li> <li>• Introduction to SHRM: Define SHRM, importance and nature.</li> <li>• HRM Models: Harvard Model, SHRM “matching model”.</li> </ul>
<b>2.</b>	<b>HR Acquisition &amp; Retention</b>
	<ul style="list-style-type: none"> <li>• Human Resource Planning: Definition, Objective, Need and Importance, HRP Process, Barriers to HRP.</li> <li>• Job Analysis Process – Contents of Job Description &amp; Job Specification, Job description Vs job specification,</li> <li>• Job design, Factors affecting Job design, Job enrichment Vs job enlargement.</li> <li>• Recruitment Introduction &amp; Sources of Recruitment, difference between recruitment and selection-Recruitment, Selection Process, Induction and Orientation.</li> <li>• Career Planning-Process of career planning and development Succession Planning Process, Transfer and Promotion.</li> <li>• Retention of Employees: Importance of retention, strategies of retention.</li> </ul>
<b>3.</b>	<b>Managing Employee Performance and Training</b>
	<ul style="list-style-type: none"> <li>• Performance Appraisal &amp; Performance Management – Definition, Objective, Importance, Appraisal Process and Appraisal Methods.</li> <li>• Why to measure performance and its purpose. Performance Appraisal Vs Performance Management, Potential Management.</li> <li>• Training and Development - Definition – Scope – Conceptual framework of Training and development of Employees, Role of Training in Organizations, Objectives, The Training and Development Process, Training Need Assessment, Types of training,</li> <li>• Difference between training and development,</li> </ul>
<b>4.</b>	<b>Compensation Management</b>
	<ul style="list-style-type: none"> <li>• Concept, Objectives, Importance of Compensation Management, Process,</li> <li>• Current Trends in Compensation.</li> <li>• Factors in compensation plan. Wage/ Salary differentials,</li> <li>• Components of salary. Incentives and Benefits – Financial &amp; Nonfinancial Incentive, Fringe Benefits.</li> <li>• Employees Separation - Retirement, Termination, VRS, Golden Handshake, Suspension, Concepts &amp; Methods,</li> <li>• Grievance Procedure in Indian Industry.</li> </ul>
<b>5.</b>	<b>Emerging Trends in HRM</b>



- HRIS- Need, Advantages & Uses of HRIS.
- HR Accounting- Concepts, Objective, Advantage, Limitation & Method.
- HR Audit- Concept, Objective, Scope & Process.
- HR Shared Services- Concept, Objective, Benefits,
- Issues creating HR Shared Services

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Human Resource Management,	Dr. S.S. Khanka	Latest	Sultan Chanda ,
2.	Human Resource Management	Deepak Bhattacharya	Latest	Sage Publishing Ltd.
3.	Human Resource Management	C. B. Mamoria	Latest	Himalaya Publishing House
4.	Human Resource Management	Gary Dessler	Latest	Dorling Kindersley Pvt Ltd.
5.	Human Resource Management: Text and Cases	K Aswathappa	Latest	Tata McGraw Hill Publishing Company.

**Code:** MBXCBX2104

**Decision Science**

**3 Credits [LTP:3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	DESCRIBE the concepts and models associated with Decision Science.
<b>CO2</b>	UNDERSTAND the different decision-making tools required to achieve optimisation in business processes.
<b>CO3</b>	APPLY appropriate decision-making approach and tools to be used in business environment.
<b>CO4</b>	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
<b>CO5</b>	EVALUATE the various facets of a business problem and develop problem solving ability

**A. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Introduction</b>	8+1
2.	<b>Linear Programming</b>	7+1
3.	<b>Probability</b>	7+1
4.	<b>CPM &amp; PERT</b>	7+1
5.	<b>Decision Theory</b>	6+1

### B. DETAILED SYLLABUS

Unit	Unit Details
<b>1.</b>	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• Importance of Decision Sciences &amp; role of quantitative techniques in decision making.</li> <li>• Assignment Models: Concept, Flood's Technique/ Hungarian method, applications including restricted, multiple assignments and maximization objective.</li> <li>• Transportation Models: Concept, formulation, problem types: balanced, unbalanced, restriction and maximization, Basic initial solution using North West Corner, Least Cost &amp; VAM, Optimal solution using MODI, multiple solution case to be considered</li> </ul>
<b>2.</b>	<b>Linear Programming</b>
	<ul style="list-style-type: none"> <li>• Concept, Formulation &amp; Graphical Solution. Markov Chains: Applications related to management functional areas, estimation of transition probabilities.</li> <li>• Simulation Techniques: Monte Carlo Simulation, scope, and limitations.</li> </ul>
<b>3.</b>	<b>Probability</b>
	<ul style="list-style-type: none"> <li>• Concept, Conditional Probability theorem-based decision making.</li> <li>• Probability Distributions: Normal, Binomial, Poisson (Simple numerical for decision making expected).</li> <li>• Queuing Theory: Concept, Single Server (M/M/I, Infinite, FIFO), Introduction of Multi Server (M/M/C, Infinite, FIFO) (Numerical on single server model expected)</li> </ul>
<b>4.</b>	<b>CPM &amp; PERT</b>
	<ul style="list-style-type: none"> <li>• Concept, Drawing network, identifying critical path, Network calculations- calculating EST, LST, EFT, LFT, Slack, floats &amp; probability of project completion in case of PERT.</li> <li>• Network crashing: Concept of project cost and its components, time and cost relationship, crashing of CPM network.</li> </ul>
<b>5.</b>	<b>Decision Theory</b>

	<ul style="list-style-type: none"> <li>• Concept, Decision making under uncertainty Maximax, Maximin, Minimax regret, Hurwicz's &amp; Laplace criterion, Decision making under risk (EMV, EVPI) for items with and without salvage value.</li> <li>• Game Theory: Concept, <math>2 \times 2</math> zero sum game, Pure &amp; Mixed Strategy, solution of games with dominance, average dominance method.</li> <li>• Sequencing problem: Introduction, Problems involving n jobs-2 machines, n jobs-3 machines &amp; n jobs-m machines, Comparison of priority sequencing rules</li> </ul>
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**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Quantitative techniques & statistics	K L Sehgal	Latest	Himalaya Publications
2.	Operations Research Theory & Applications	J K Sharma	Latest	MacMillan Publishers India Ltd.
3.	Quantitative Techniques in Management	N.D. Vohra	Latest	Tata McGraw Hill
4.	Operations Research	Hamdy A. Taha	Latest	Pearson Education.
5.	Comprehensive Statistical Methods	P.N. Arora, Sumeet Arora, S. Arora	Latest	S.Chand & Co.

**Code:** MBXCBX2105

**Marketing Research & SPSS**

**3 Credits [LTP:3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	IDENTIFY and DESCRIBE the key steps involved in the marketing research process. Usage of SPSS.
<b>CO2</b>	COMPARE and CONTRAST various research designs, data sources, data collection instruments, sampling methods and analytical tools and SUMMARIZE their strengths & weaknesses. To provide understanding of SPSS.
<b>CO3</b>	DEMONSTRATE an understanding of the ethical framework that market research needs to operate within. Applying advanced tools for data analysis with SPSS
<b>CO4</b>	ANALYSE quantitative data and draw appropriate Inferences to address a real-life marketing issue through SPSS

<b>CO5</b>	<b>DESIGN</b> a market research proposal for a real life marketing research problem and <b>EVALUATE</b> a market research proposal.
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**D. OUTLINE OF THE COURSE**

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Introduction to Marketing Research</b>	5+1
2.	<b>Marketing Research Design and Proposal</b>	6+2
3.	<b>Data Collection</b>	3+2
4.	<b>Overview of Statistical Software</b>	6
5.	<b>Hypothesis testing and Data analysis through SPSS</b>	6+9

**E. DETAILED SYLLABUS**

Unit	Unit Details
<b>1.</b>	<b>I Introduction to Marketing Research</b>
	<ul style="list-style-type: none"> <li>Marketing Research v/s Market Research. Meaning, Nature, Scope and Limitations of Marketing Research. Objectives and Significance of Marketing Research. Growing Importance of Marketing Research. Applications of Marketing Research in Business. Process of Marketing Research. Components of Marketing Research.</li> <li>Case Study: Application of Marketing Research in Business Issues.</li> </ul>
<b>2.</b>	<b>Marketing Research Design and Proposal</b>
	<ul style="list-style-type: none"> <li>Overview of Marketing Research Design. Sampling Design - Need and Significance of sampling. Key concepts of Sampling Design. Features of a good sample design. Essentials of Sampling. Types of Sampling – Probability and Non-Probability. Determination of Sample Size. Measurement and Scaling Techniques in Marketing Research. Research Proposal Writing. Research Report Writing.</li> <li>Case Study/Class Exercise: Sample Size Determination and Research Proposal Writing</li> </ul>
<b>3.</b>	<b>Data Collection</b>

	<ul style="list-style-type: none"> <li>• Introduction of Data Collection. Data and its importance in Marketing Research. Sources of Data Collection: Primary and Secondary. Tools used for Primary and Secondary Data Collection. Questionnaire Design. How to Draft a structured questionnaire? How to decide the appropriate method of data collection?</li> <li>• Case Study: Designing a questionnaire for Marketing Research taking any appropriate application of marketing Research, and Survey as a tool of primary data collection.</li> </ul>
<b>4.</b>	<b>Overview of Statistical Software</b>
	<ul style="list-style-type: none"> <li>• Introduction to SPSS. Data Management in SPSS. Importing and Exporting of Data in SPSS through MS Excel. How to run different marketing research tools in SPSS? Creating Data File. Transforming Data. Computing and Recording Variables. Frequencies, Cross Tabulation. Presenting your data: Charts and Graphs.</li> <li>• Class Exercise: Hands on practice of SPSS.</li> </ul>
<b>5.</b>	<b>Hypothesis Testing and Data Analysis through SPSS</b>
	<ul style="list-style-type: none"> <li>• Data Analysis: Cleaning and Classification of Data. Editing, Coding and Tabular representation of data. Graphical Representation of Data: Appropriate Usage of Bar charts, Pie charts, Line charts, and Histograms.</li> <li>• Overview and Characteristics of Hypothesis. Basic Concepts Concerning Testing of Hypothesis; Developing of Hypothesis; Null Hypothesis, Alternative Hypothesis. Procedure for Hypothesis Testing.</li> <li>• Tools and Techniques of Hypothesis Testing and Data Analysis through SPSS: Measures of Central Tendency, Correlation, Regression Analysis, Z test, t-test, Chi-Square test, F test, ANOVA, MANOVA, Mann-Whitney U Test; Wilcoxon Matched-Pairs Signed Rank Test and Kruskal-Wallis Test. Other Tools; Factor Analysis – PCA and CFA, Conjoint Analysis, Cluster Analysis, Discriminant Analysis, etc.</li> <li>• Class Exercise: Hands on Experience of Data Analysis through SPSS. Relevant issues and data set of marketing research serve the basis of the study and analysis.</li> </ul>

**F. RECOMMENDED STUDY MATERIAL:**

<b>Sr. No</b>	<b>Reference Book</b>	<b>Author</b>	<b>Edition</b>	<b>Publication</b>
1.	Marketing Research	G C Beri	Latest	TMGH
2.	Marketing Research - An Applied Orientation	Malhotra and Dash	Latest	Pearson Education.

3.	Marketing Research	Churchill, Jr, G.A. and D. Iacobucci	Latest	South Western: Thomson
4.	Marketing Research	Burns, G.A. and D. Bush	Latest	South Western: Thomson
5.	Research Methodology with SPSS	Rao and Tyagi	Latest	S Shree Niwas Publications

**Code: MBXCBX2106**

**Services Marketing**

**3 Credits [LTP: 3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	RECALL the key concepts in services marketing
<b>CO2</b>	EXPLAIN the role of Extended Marketing Mix in Services.
<b>CO3</b>	DEMONSTRATE the new Paradigm and Perspectives in Marketing of Services.
<b>CO4</b>	ANALYSE the significance of services marketing in the Indian and global economy.
<b>CO5</b>	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment.
	DEVELOP marketing mix for various services offering

**A. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Services Marketing : An insight into Emerging Sector of Economy</b>	6+1
2.	<b>The Marketing Mix of Service</b>	9+1
3.	<b>Managing Consumer Behavior &amp; Service Quality</b>	7+1
4.	<b>Service Experience</b>	7+1
5.	<b>Segmentation, Targeting &amp; Positioning of Services in Modern Era</b>	6+1

**B.DETAILED SYLLABUS**

Unit	Unit Details
1.	<b>Services Marketing : An insight into Emerging Sector of Economy</b>

	<ul style="list-style-type: none"> <li>• Introduction- Definition, Nature &amp; Scope of Services as a Product.</li> <li>• Growth of Service Sector in economy- A Global and Indian Perspective.</li> <li>• Service Sector beyond 2020. Evolution of Services as Value Contributors.</li> <li>• Difference between Goods &amp; Services- The Tangibility Spectrum. Service Expectation Model. Service Marketing Triangle.</li> </ul>
<b>2.</b>	<b>The Marketing Mix of Service</b>
	<ul style="list-style-type: none"> <li>• History and need for Ps. The Traditional Ps- Product, Price, Place &amp; Promotion. Need for extended Ps.</li> <li>• Service-Continuum. Characteristics of Services and Marketing Implications. Classifications of Services.</li> <li>• Augmented Ps - Role of People, Process &amp; Physical Evidence</li> <li>• People- The Key to a Service Marketing; People Dimensions in Services Marketing; Service Encounters; High-Contact &amp; Low-Contact Services; Emotions in Service Situations; Service Profit Chain; Service Culture</li> <li>• Process - Service system, Importance of Process in Services; Service Blueprint; Mapping the Process- Horizontally &amp; Vertically; Variety in Service Process; Value addition in Process.</li> <li>• Physical Evidence- Contribution of Physical Evidence to the Service Understanding, Managing the Physical Evidence in Service Marketing</li> <li>• Role of Ps in Creating Value Proposition in Services.</li> </ul>
<b>3.</b>	<b>Managing Consumer Behavior &amp; Service Quality</b>
	<ul style="list-style-type: none"> <li>• Difference in Consumer and Organizational Behavior wrt. Goods &amp; Services – Search Quality, Experience Quality &amp; Credence Quality.</li> <li>• Understanding Our Customers &amp; Collaborators in services. Consumer Decision Making Process in Service &amp; How different from Goods- Need Arousal, Information Search and Perceived Risks, Evaluation of Alternatives, Purchase Behavior, Post Purchase Evaluation</li> </ul>
<b>4.</b>	<b>Segmentation, Targeting &amp; Positioning of Services in Modern Era</b>
	<ul style="list-style-type: none"> <li>• Services Expectation of Customers- Quality Models - Services cape Model, ServQual Model, GAP Model and Critical Incident Model.</li> <li>• Managing demand and capacity - capacity constraints, understanding demand patterns, strategies for matching and adjusting capacity and demand Service Recovery,</li> <li>• Service Recovery Process,</li> <li>• Impact of Service Failures,</li> <li>• Nature of Complaining Behavior- Complaint Resolution</li> </ul>
<b>5.</b>	<b>Marketing of Services: New Paradigm and Perspectives</b>

	<ul style="list-style-type: none"> <li>• Bases for Segmentation of Services,</li> <li>• Selecting Target Market &amp; Approaches,</li> <li>• Techniques of Positioning Services.</li> <li>• Managing of Relationships in Services Marketing,</li> <li>• Current customer retention and customer lifetime value.</li> <li>• Service Marketing Strategies for Small and Medium Enterprises: Importance &amp; Challenges.</li> </ul> <ul style="list-style-type: none"> <li>• Marketing of Services: The Road Ahead</li> </ul> <ul style="list-style-type: none"> <li>• Customer as the Centre of Attention; Services as Key Differentiators; New Service Opportunities: Emergence of Work from Home, Automation &amp; New Technologies in Services; Service Marketing Opportunities in India</li> <li>• Applications of Service Marketing (Discuss any 3): Marketing in Tourism, Retail, Hospitality, Airlines, Telecom, IT &amp; ITES, Sports &amp; Entertainment, Logistics, Health Care Sector, Event Management Services and Banks &amp; Financial Sector, Non- Profit Organizations</li> </ul>
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**A. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Service Marketing Concepts Applications & Cases	Mk Rampal,SI Gupta	Latest	Galgotia Publishing Company
2.	Services Marketing: People Technology Strategy	WirtzJochen	Latest	Pearson Education; 8thedition (2017)
3.	Services Marketing TMGH	Zeithaml, Bitner, Gremler&Pandit,	Latest	4th Edition

**Code: MBXCBX2107    Integrated Marketing Communication    2 Credits [LTP:2-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	DESCRIBE the Importance of Communication in Marketing, IMC mix and the IMC planning process.
<b>CO2</b>	EXAMINE the role of integrated marketing communications in building Brand Identity & Brand Equity.



<b>CO3</b>	CONSTRUCT an Advertising Campaign using various Channels of Communication Including Below the line Advertising.
<b>CO4</b>	ANALYZE and critically evaluate the communications effects and results of an IMC campaign to determine its success for a variety of brands.
<b>CO5</b>	DESIGN a Sales Promotion Campaign and CHOOSE the avenues for Public Relations, Publicity and Corporate Advertising for a consumer and a business-to-business product.

#### A. OUTLINE OF THE COURSE

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	Communication & Its Integration in Marketing	3
2.	Corporate Image and Brand Management:	7
3.	Advertising Management	7
4.	Sales Promotion and Personal Selling	7
5.	Public Relations, Publicity and Corporate Advertising	8

#### B. DETAILED SYLLABUS

Unit	Unit Details
<b>1.</b>	<b>Communication &amp; Its Integration in Marketing</b>
	<ul style="list-style-type: none"> <li>Critical Role of Communication in Marketing Program. Nature of Communication Process &amp; Communication Model. Integrated Marketing Communication, Evolution of Integrated Marketing Communication. Promotional Mix: Tools for IMC, The IMC Planning Process, Global IMC. Increased Value of IMC plans using Information Technology, Changes in Channel Power, Increase in Competition, Brand Parity, Integration of Information, Decline in the Effectiveness of Mass-Media Advertising. (3 Hrs.)</li> </ul>
<b>2.</b>	<b>Corporate Image and Brand Management:</b>
	<ul style="list-style-type: none"> <li>What is Corporate Image. What is a Brand. Importance of Corporate Image and Brand Imagery in Marketing. Strategies to Build Corporate Image. Cultivate Effective Brand Names, Family Brands, Brand Extension, Co-Brands, Private Brands, Brand Equity, Brand Recognition. Importance of Effective Brand and Product Positioning; Understanding Buyer Behaviour- A revision on Consumer Buying Process &amp; Involvement of Psychological field in Consumer Decision making. How Corporate Image and Branding helps Persuade Customers; Promotion Opportunity Analysis- How to Search for new Opportunities thru Analysis of Old Campaigns, Competitors' Marketing Efforts, Changes in Technology &amp; Consumer Behaviour. (6 Hours)</li> </ul>
<b>3.</b>	<b>Advertising Management:</b>

	<p>(a) Definition, History, Roles and Functions of Advertising, Types of Advertising, Steps in Development of Effective Advertising Management Process.</p> <p>(b) Advertising Design: Appeals, Message Strategies &amp; Execution Framework: Advertising Design, Advertising Theory, Types of Advertising Appeals, Structure of an Advertisement, Message Strategies, Cognitive strategies, Execution Strategies, Creating an Advertising, Advertising Effectiveness.</p> <p>(c) Copywriting: Meaning and Definition of Copywriting, The Copywriter, Copywriting for Print, Copywriting guidelines, Radio Copywriting, TV Copywriting, Writing for the Web, Tips for writing good web content. (8 Hrs.)</p> <p>(d) Media Planning and Strategies: Growth and Importance of Media, Meaning and Role of Media Planning, Media Plan, Market Analysis, Media Objectives, Developing and Implementing Media Strategies, Evaluating the effectiveness.</p> <p>(e) Print Media and Outdoor media: Characteristics of the press, Basic media concepts, Newspapers, Magazines, Factors to consider for magazine advertising, Packaging, Out-of-home Advertising, Directory Advertising.</p> <p>(f) Broadcast and Internet Media: Meaning of Broadcast Media, Radio as Medium, Television as Medium, Internet Advertising, Email Advertising.</p>
<b>4.</b>	<b>Sales Promotion and Personal Selling</b>
	<ul style="list-style-type: none"> <li>• Scope and Role of Sales Promotion, Growth of Sales Promotion, Consumer Oriented Sales Promotion, Techniques in Sales Promotion, Trade Oriented Sales Promotion, Coordinating sales promotion and advertising; Sales promotion abuse; Personal selling. Role of Personal Selling in Consumer Decision Making Process. Role Data Base Programs in IMC.</li> </ul>
<b>5.</b>	<b>Public Relations, Publicity and Corporate Advertising</b>
	<ul style="list-style-type: none"> <li>• Definition of Public Relations, Publicity and Corporate Advertising;</li> <li>• Difference between public relations and advertising, Functions of Public Relations; Creating positive image building activities;</li> <li>• Preventing or reducing image damage; Sponsorship and Event marketing;</li> <li>• Role of internet in Public Relations, Publicity,</li> <li>• Advantages and Disadvantages of Publicity.</li> </ul>

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
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1.	Advertising and Promotion	Belch, George and Belch, Michael	Latest	Tata McGraw Hill, New Delhi.
2.	Integrated Advertising, Promotion and Marketing Communication	Clow, Kenneth & Black, Donald	Latest	Pearson Education.
3.	Advertising Management	Jethwaney, Jaishree and Jain, Shruti	Latest	Oxford University Press, New Delhi
4.	Advertising and Promotions	Semenik Allen	Latest	Cengage Learning
5.	Advertising and Promotion	SHH Kazmi, SatishBatra	Latest	Excel Books

**Code:** MBXCBX2112

**Labor Welfare**

**2 Credits [LTP:3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	ENUMERATE the key concepts of the subject matter.
<b>CO2</b>	DESCRIBE the key aspects of the labour policy regulation in the country.
<b>CO3</b>	IDENTIFY the applicability of various legislations to variety of real world organizations.
<b>CO4</b>	EXAMINE the traditional concept of labour welfare in the industry.
<b>CO5</b>	EXPLAIN the condition of labour and their welfare and social security needs in the country.
	ELABORATE upon the perspective of labour problems and remedial measures in the country.

**C. OUTLINE OF THE COURSE**

<b>UnitNo.</b>	<b>Title of the unit</b>	<b>Time required for the Unit(Hours)</b>
1.	<b>Introduction – Evolution of Labor Welfare</b>	8
2.	<b>Labor Legislations in India</b>	8
3.	<b>Agencies of Labor welfare</b>	8

4.	<b>Industrial Hygiene &amp; Occupational Health</b>	8
5.	<b>Problems of Indian labour</b>	8

**D. DETAILED SYLLABUS**

<b>Unit</b>	<b>Unit Details</b>
<b>1.</b>	<b>Introduction - Evolution of Labor Welfare</b>
	<ul style="list-style-type: none"> <li>• Origin and evolution of Labor Welfare</li> <li>• objectives of Labor Welfare</li> <li>• need and importance of L.W,</li> <li>• Classification of Labor Welfare,</li> <li>• Work agencies of Labor Welfare</li> <li>• Scope of Labor Welfare</li> <li>• Concepts, philosophy and principles of labor welfare</li> <li>• Plans and labor policy in India and Labor Welfare in India</li> </ul>
<b>2.</b>	<b>Labor Legislations in India</b>
	<ul style="list-style-type: none"> <li>• Statutory Welfare Amenities – as per Factories Act, 1948</li> <li>• Plantation Act, 1951</li> <li>• Motor Act 1952</li> <li>• Motor Transport Act.</li> <li>• Non-statutory welfare Agencies – Role of Trade Unions</li> <li>• NGOs and Local-self Govt.</li> <li>• National Commission on Labor and Labor Welfare</li> <li>• Labor Laws of the Elimination of Child Labor</li> </ul>
<b>3.</b>	<b>Agencies of Labor welfare</b>
	<ul style="list-style-type: none"> <li>• Agencies of Labor welfare in India (Central Govt. , State Govt., Employers &amp; Trade-Unions)</li> <li>• Labor Welfare Officer: Role, Qualifications, Functions, Duties</li> <li>• Labor Administration in India</li> </ul>
<b>4.</b>	<b>Industrial Hygiene &amp; Occupational Health</b>
	<ul style="list-style-type: none"> <li>• Working condition and benefits</li> <li>• Working conditions in the factory-safety and accident prevention</li> <li>• Health and hygiene</li> <li>• Canteen organization and management</li> <li>• Organization of credit and consumer co-operative societies-recreational and educational activities-workers education in India</li> <li>• Functions of Labor welfare officers India.</li> </ul>
<b>5.</b>	<b>Problems of Indian labor</b>
	<ul style="list-style-type: none"> <li>• Problems of Women Labor</li> <li>• Problems of Unorganized labor</li> <li>• Problems of Workers education</li> </ul>

**E. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Labour Problem and Social Welfare in India	Memoria, C.B.	Latest	Kitab Mahal Allah abad
2.	Labour Welfare, Trade Unionism and Industrial Relation	Punekar, S.D.	Latest	Himalaya publishing House
3.	Labour Welfare and Social security	Kohli, A.S. and Sarma S.R	Latest	Anmol Publications Pvt. Ltd., New Delhi.
4.	Child Labour in India	Misra, L	Latest	Oxford University Press, New Delhi.
5.	Personnel Problems and Labour Welfare	Mathur D.C.	Latest	Mittal Publications, New Delhi.

Code: BUACHU2230

Advanced Communication Skills-II

Credits: 1 [LTP: 0-0-2]

**Course Outcomes:**

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

CO	Cognitive Abilities	Course Outcomes
CO-01	Understand/ Evaluate	The learner will be able to understand the art of Power Dressing and evaluate their self with the help of MBTI to create a great first impression by polishing their Corporate/ Business manners.
CO-02	Apply/ Create	The Learner will be able to review phrases used in telephoning conversation, write down important notes and design scripts based on various situations (formal/ informal).
CO-03	Analyze/ Apply	The Learner will be able to analyze and integrate the key finding in the given text and present their opinion keeping grammar, connotative and denotative meaning into consideration.
CO-04	Analyze/ Create	Evaluate information and its sources critically & incorporate selected information into a new piece of writing.
CO-05	Understand/ Apply	Recognize and use emotional intelligence to create and maintain productive workplace relationships and team environment.

## B. OUTLINE OF THE COURSE

Unit No.	Title of the Unit	Time required for the Unit (Hours)
1	Personality and Grooming	4
2	Introduction to Telephonic conversation in Formal Setting: Role Play	4
3	Analytical/Critical Writing Skills	6
4	Reading Comprehension – II	6
5	Emotional Intelligence	5

Lab 1	Personality Grooming : Difference between right grooming and wrong grooming
Lab 2	Knowing Self with the help of MBTI
Lab 3	Telephonic Conversation : Business Vocabulary and developing scripts
Lab 4	Telephonic Conversation : Role Play based on the developed scripts
Lab 5	Writing Skills: Review Writing
Lab 6	Writing Skills: Report Writing
Lab 7	Writing Skills: Opinion Based Essay Writing (IELTS)
Lab 8	Reading Comprehension : Newspaper Reading and presenting overview
Lab 9	Reading Comprehension: Research paper and summary writing
Lab 10	Reading Comprehension: Vocabulary building and framing sentences
Lab 11	Emotional Intelligence : Situation based reactions
Lab 12	Emotional Intelligence: Case Studies

## RECOMMENDED BOOKS

S.No	Books /Website links
1	Emotional Intelligence by Daniel Goleman
2	Hand Book of Practical Communication Skills Wright, Chrissie
3	Speaking and Writing for Effective Business Communication Soundararaj, Francis
4	Reading Development and Difficulties By Kate Cain
5	A Course in Listening and Speaking 1 Sasikumar,V

6	Personality development and soft skills Mitra, Barun K.
7	Understanding Reading comprehension by Wayne Tennent
8	<a href="https://www.youtube.com/watch?v=Fsr4yrSAIAQ">https://www.youtube.com/watch?v=Fsr4yrSAIAQ</a>
9	<a href="https://www.youtube.com/watch?v=Sg7Q_dC_fwU&amp;list=PLPuC5CMHiqmuzq_KQ4aw0V9Q7xJY6aezb">https://www.youtube.com/watch?v=Sg7Q_dC_fwU&amp;list=PLPuC5CMHiqmuzq_KQ4aw0V9Q7xJY6aezb</a>

**Code: BULCSE2201      Startup and New Venture Managements      2 Credits [LTP:2-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

CO#	BLOOM'S LEVEL	COURSE OUTCOMES
CO-01	REMEMBERING	IDENTIFY a basket of potential business opportunities in the local, regional or national context.
CO-02	UNDERSTANDING	COMPARE and CONTRAST the shortlisted business opportunities to SELECT the most suitable / promising opportunity.
CO-03	APPLYING	DEVELOP a business model around the shortlisted business opportunity.
CO-04	EVALUATING	EVALUATE the market potential and ESTIMATE the financing requirements for the initial 1 to 3 years after launch.
CO-05	CREATING	CREATE a proposal for funding the start up.

#### A. OUTLINE OF THE COURSE

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	Business Model Designing	4+1
2.	Business Model Canvas Design	4+1
3.	Business Plan Preparation	4+1
4.	MVP / Prototype Making	4+1
5.	Test Marketing	4+1

#### B. DETAILED SYLLABUS

Unit	Unit Details
1.	Business Model Designing
	<ul style="list-style-type: none"> <li>Revision of Theoretical details of Sem I – Understanding the different business models – Industry Overview</li> </ul>
2.	Business Model Canvas Design
	<ul style="list-style-type: none"> <li>Identifying the Pain Points of Customers – Devising a draft solution – Creating a Business Model Canvas</li> </ul>

3.	Business Plan Preparation
	<ul style="list-style-type: none"> <li>Preparing a Business Plan with Marketing – Financial – Personnel – Operational Details,</li> </ul>
4.	MVP / Prototype Making
	<ul style="list-style-type: none"> <li>Create a Minimum Viable Product / Prototype based on the Business Plan,</li> </ul>
5.	Test Marketing
	<ul style="list-style-type: none"> <li>Test Market the MVP / Prototype with the intended audience and survey the performance</li> </ul>

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series)	DonaldF. Kuratko and Jeffrey S. Hornsby	Latest	Pearson
2.	Managing Small Business by Longenecker	Moore, Petty and Palich,	Latest	Cengage Learning, IndiaEdition.
3.	Managing New Ventures	AnjanRaichoudhuri	Latest	Prentice-Hall of India Pvt.Ltd
4.	The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture	Vijaya Kumar Ivaturi, Meena Ganesh	Latest	Penguin Random House India.
5.	Entrepreneurship – Indian Cases on Change Agents	K Ramchandran,	Latest	TMGH.

**Code: BULCSE2202      Introduction to Auction and Transportation Marketing      2 Credits [LTP:0-0-2]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

CO#	BLOOM'S LEVEL	COURSE OUTCOMES
CO-01	Remembering	Understand the basic concepts and working of Auctioning Industry and connect it with the Marketing Fundamentals
CO-02	Understanding	Explore the Parent and Group Companies of Shriram Finance Group with special focus on SAMIL



CO-03	Understanding	Explain the difference between different types of vehicles and their connection with the SAMIL business
CO-04	Applying	Understand the building blocks of warehouse and yard management and the major factors affecting the same
CO-05	Analysing	Appreciate the complications and legal process complexity of the ancillary services like Insurance, Taxation and Registration of Vehicles

#### D. OUTLINE OF THE COURSE

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	Auction Industry & Marketing Fundamentals	4
2.	SAMIL Parent & Group Companies: Businesses & the Philosophy	7
3.	Automobile and OEM Industry	5
4.	Warehouse Management & Inventory Control	4
5.	Insurance & Other Compliance Process	5

#### E. DETAILED SYLLABUS

Unit	Unit Details
<b>1.</b>	<b>Auction Industry &amp; Marketing Fundamentals</b>
	<ul style="list-style-type: none"> <li>Overview of Auctions – Types of Auctions – Auctions &amp; Game Theory – Private Value Auctions – The Auction Environment – Survey of Auction Theory – Relationship with Other Areas of Economy – Essentials of a Auction Design – Bidder Strategies – The Winners’ Curse – All Pay Auctions</li> <li>Marketing Philosophy – Concepts of Value &amp; Cost – Marketing Environment – Consumer Behavior – Consumer Markets &amp; Industrial Markets – Segmentation, Targeting &amp; Positioning of Consumer Markets – Marketing Mix Decisions</li> </ul>
<b>2.</b>	<b>SAMIL Parent &amp; Group Companies: Businesses &amp; the Philosophy</b>
	<ul style="list-style-type: none"> <li>Shriram Finance, The Parent Company – The Vision, Mission &amp; Core Values - Business, Brands &amp; Services – Group Companies - Car Trade Tech &amp; Shriram Auto Mall India Ltd. (SAMIL) – CarTradeExchange, Blue Jack, Adroit Auto, 123done.in</li> <li>SAMIL – Vision, Mission &amp; Core Values – History and Culture of the Organization – The Management Team, Offices &amp; Geographical Spread – Business Verticals &amp; Services – Finance, Parking, Documentation, Logistics, BidClub, The PriceX – Bidding Platforms</li> </ul>

<b>3.</b>	<b>Automobile &amp; Original Equipment Manufacturers (OEM) Industry</b>
	<ul style="list-style-type: none"> <li>Types of Automobiles – Vehicle Construction – Chassis Frame and Body – Engine Classification and Other Parts – Two Wheelers, Passenger Vehicles, Transport Vehicles, Construction &amp; Heavy-Equipment Movers &amp; Transporting Devices – Original Equipment Manufacturers,</li> </ul>
<b>4.</b>	<b>Warehouse Management &amp; Inventory Control</b>
	<ul style="list-style-type: none"> <li>Principles of Storage &amp; Parking of Vehicles – Warehousing Functions &amp; Types – Stores Management, Systems and Procedures – Incoming Materials’ Control, Storage and Verification – Operational Efficiency, Productivity and Cost Effectiveness – Risks and Regulations in Inventory Holding</li> <li>Inventory Control – Meaning and Importance – Tools of Inventory Control – ABC, VED, FSN Analysis – Inventory Control Techniques</li> </ul>
<b>5.</b>	<b>Insurance &amp; Other Compliance Process</b>
	<ul style="list-style-type: none"> <li>Introduction to Indian Motor Vehicle Act – Key Terms Understanding like FAW, RAW, UW, RLW, LMV, HMV, Public &amp; Private Carrier –Procedures for Registration and Renewals of Vehicles – Types of Registrations – Transfer of Ownership – Suspension &amp; Cancellation of Registration</li> <li>Taxation Rules for Motor Vehicles &amp; Other Heavy Equipment Moving Vehicles – Difference of Taxation Procedures for Passenger &amp; Commercial Vehicles – Tax Exemptions</li> <li>Motor Insurance – Basic Principles – Types of Insurance Policies – Defining Loss and Damage – Underwriting &amp; Moral Hazard</li> </ul>

**F. RECOMMENDED STUDY MATERIAL:**

<b>Sr. No</b>	<b>Reference Book</b>	<b>Author</b>	<b>Edition</b>	<b>Publication</b>
1.	Principles of Marketing	Kotler, Keller, Koshy, Jha:	Latest	Armstrong, Pearson Education
2.	Essentials of Inventory Management	Max Muller,	Latest	American Management Association.

3.	Modern Automotive Technology	James E. Duffy	Latest	
4.	Motor Vehicle Act & Transport Management	VS Khilery, Satpal Sharma, Shaman Gupta	Latest	Ishan Publications
5.	Shriram Finance & SAMIL Websites			

**Code: BULCSE2203**

**Selling and Negotiation Skills Lab**

**2 Credits [LTP:0-0-2]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	DESCRIBE the various selling situations and selling types.
<b>CO2</b>	OUTLINE the pre-sales work to be carried out by a professional salesperson.
<b>CO3</b>	IDENTIFY the key individuals involved in a real world sales process for a real world product/ service / e-product / e-service.
<b>CO4</b>	FORMULATE a sales script for a real world sales call for a product/ service / eproduct / e-service.
<b>CO5</b>	DECONSTRUCT the pros and cons of sample real world sales calls for a product/ service / e-product / e-service. And DEVELOP a sales proposal for a real world product/ service / e-product / e-service and for a real world selling situation.

**D. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Basics of Selling</b>	2
2.	<b>Classification of selling</b>	4
3.	<b>The Science of Selling</b>	5
4.	<b>Selling in Action</b>	10

5.	<b>Objection handling</b>	4
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**E. DETAILED SYLLABUS**

<b>Unit</b>	<b>Unit Details</b>
<b>1.</b>	<b>Basics of Selling</b>
	<ul style="list-style-type: none"> <li>• Selling a Universal Trait. Selling an Ethical Profession. Selling Breeds Success.</li> <li>• Importance of Selling. Role of Sales Department in Modern Era organizations.</li> <li>• Will Digital Marketing Replace Traditional Personal Selling?</li> </ul>
<b>2.</b>	<b>Classification of Selling</b>
	<ul style="list-style-type: none"> <li>• Nine Types of Selling- Transactional selling, Solution selling., Consultative selling., Provocative selling., Collaborative selling., Social Selling., Partnership Selling., High-Pressure Selling.</li> <li>• Eleven Types of Sales Persons – Rational, Passive, Closer, Scripted, Opener, Networker, Scorekeeper, Specialist, Conversationalist, Relentless, Strategist.</li> <li>• Traits of a Good Sales Person. How to become one!!! – Be a ‘Krishna’ Salesperson. Attributes of a Good Salesperson – Personality &amp; Physical characteristics, Communication skills, Persuasive skills, Enthusiasm, Confident, Intelligent, Hard Working, Resilient with never die attitude , Organizational Skills, Universal Knowledge (Product Knowledge, Market Knowledge, Customer Knowledge, Territory Knowledge, Competitors Knowledge) People Buy From People, Personal Diary, Time Management, Managing Sales Documents.</li> </ul>
<b>3.</b>	<b>The Science of Selling</b>

- Pre-Selling Work- Why & How does anybody BUY. Why- Understanding Buyers' Need – Perceived Value – Satisfaction. How- Understanding Buyers' Buying Process.
- Steps to Scientific Selling. Suspecting – Prospecting – Setting Appointment - Approaching Customer – Sales Presentation – Demonstration - Handling Objectives – Closing Order – Relationship Building for More Orders.
- Suspecting – What is Suspecting. Suspecting Techniques and Modus Operandi of Suspecting.
- Prospecting – What is Prospecting. Identifying Likely Customers and understanding their Needs and Wants.
- Setting Appointment - with the 'Right' Person ie. MAN (Money-Authority-Need). Identifying Key Individuals, Influencers and Decision Makers.

**4. Selling in Action**

- Approaching the Customer with Universal Knowledge (Customer Knowledge, Product Knowledge, Competitors' Knowledge, Market Knowledge) Making that Good First Impression using AIDA Model of Communication. Discussion on Dale Carnegie's Book - How to Win Friends and Influence People, Six Principles of Relationship, What's In It For Me?, Honesty and Integrity.
- Sales Presentation and Demonstration- Creating Value Proposition for your Product. Using Kotler's 5 Product Layering Concept to Create the Right Sales Pitch. Using Biogenic + Psychogenic Needs of Prospective Customer and equating them with Money, Time & Efforts. Giving Forceful Demonstrations as Demonstrations speak louder than Words!
- Selling Techniques- Cross Selling, Up Selling, Value Added (Suggestive) Selling. Exceeding Customer Expectations, Giving Recognition

**5. Objection handling:**

- Analyzing the Reasons for Objections, Seeing What We Can Do, Listen - Probe - Advise (LPA), Exercise: Objection Handling, Uncovering Objections, Seven Types of Objections, Turning Objections into Selling Opportunities.
- Close Order. When to Ask for Order. Creating Customer Delight (The Augmented Product) to Close
- Sales Conversation, Negotiation & Closure- Starting a Quality Prospecting Conversation, Listeners Control Conversations, Trial Closing, Creating an Opportunity: Situation vs Problem Questions, Difficulty Questions, Negative and Positive Answer Questions, Directive Questions, Rhetorical Questions. Problems with Positional Bargaining, Opening Up the Negotiation, Approaches to Better Negotiation, You Have Alternatives, Reverse Psychology in Negotiation. Sales Proposals: How to Construct a Sales Proposal, Important Factors to Consider, Putting It All Together.

**F. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Selling & Sales Management,	Geoffrey Lancaster & David Jobber	Latest	Macmillan India Ltd.
2.	Negotiation: Communication for diverse settings	Michael L Spangle and Myra Isenhardt	Latest	Sage South Asia Edition
3.	The Sales Bible: The Ultimate Sales Resource,	Jeffrey Gitomer	Latest	Wiley India
4.	The Art of Closing the Sale	Brian Tracy	Latest	Pearson Education
5.	Sales Management	Bill Donaldson	Latest	Palgrave Publications

**Code: BUVCCCE2104      Introduction to Artificial Intelligence      1 Credits [LTP:0-0-2]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	Upon completion, students will be able to appreciate AI's evolution, significance, and potential future impact on businesses and society.
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<b>CO2</b>	Students will understand the key AI technologies and their real-world applications across industries.
<b>CO3</b>	Understand how AI is utilized across different business domains, transforming conventional processes into intelligent operations.
<b>CO4</b>	Students will be able to acknowledge the ethical aspects and societal implications of AI's pervasive use.
<b>CO5</b>	Students will be equipped with the strategic knowledge to lead an AI-driven business transformation or startup

### G. OUTLINE OF THE COURSE

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction to AI: Definition,	3
2.	AI Technologies & Applications:	3
3.	AI in Business: AI in Marketing (Segmentation, targeting),	3
4.	Ethical and Societal Implications of AI	3
5.	AI Strategy and Leadership	3

### H. DETAILED SYLLABUS

Unit	Unit Details
<b>1.</b>	Unit 1: Introduction to AI: Definition,
	Unit 1: Introduction to AI: <ul style="list-style-type: none"> <li>• Definition,</li> <li>• Perceptions of AI,</li> <li>• History of AI,</li> <li>• Future of AI,</li> <li>• Overview of AI technologies.</li> </ul>
<b>2.</b>	Unit 2: AI Technologies & Applications:
	Unit 2: AI Technologies & Applications: <ul style="list-style-type: none"> <li>• Deep learning,</li> <li>• Machine Learning,</li> <li>• Natural Language Processing,</li> <li>• Robotics,</li> <li>• Automated Reasoning,</li> <li>• Understanding AI's role in data analytics.</li> </ul>

<b>3.</b>	Unit 3: AI in Business: AI in Marketing (Segmentation, targeting),
	Unit 3: AI in Business: <ul style="list-style-type: none"> <li>● AI in Marketing (Segmentation, targeting),</li> <li>● AI in HR (Talent Acquisition, Performance Analysis),</li> <li>● AI in Finance (Automated Trading, Risk Management),</li> <li>● AI in Operations (Supply chain optimization, Predictive maintenance)</li> </ul>
<b>4.</b>	Unit 4: Ethical and Societal Implications of AI
	Unit 4: Ethical and Societal Implications of AI: <ul style="list-style-type: none"> <li>● Ethical considerations in AI,</li> <li>● AI and Job Market Changes,</li> <li>● Privacy and Security Concerns</li> </ul>
<b>5.</b>	Unit 5: AI Strategy and Leadership
	Unit 5: AI Strategy and Leadership: <ul style="list-style-type: none"> <li>● Building an AI Strategy,</li> <li>● Organizational Challenges in Adopting AI,</li> <li>● Role of Leadership,</li> <li>● Case Studies of Successful AI implementation.</li> </ul>

**I. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Artificial Intelligence: A Modern Approach	Stuart Russell and Peter Norvig	Latest	
2.	AI for Business	Rajeev Ranjan	Latest	
3.	Artificial Intelligence in Practice: How 50 Successful Companies Used AI and Machine Learning to Solve Problems	Bernard Marr and Matt Ward	Latest	



**Syllabus**  
**Semester-III**

**Code MBXCBX3101**

**Service Marketing**

**3 Credits [LTP:0-0-2]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	RECALL the key concepts in services marketing
<b>CO2</b>	EXPLAIN the role of Extended Marketing Mix in Services.
<b>CO3</b>	DEMONSTRATE ways to Increase Service quality and Customer Satisfaction
<b>CO4</b>	ANALYSE how to manage Customer Expectation.
<b>CO5</b>	EVALUATE Segmentation, Targeting & Positioning of Services in dynamic marketing environment.

**A. OUTLINE OF THE COURSE**

<b>UnitNo.</b>	<b>Title of the unit</b>	<b>Time required for the Unit(Hours)</b>
1.	<b>Service Marketing</b>	6+1
2.	<b>The Marketing Mix of Services</b>	9+1
3.	<b>Managing Consumer Behavior and Service Quality</b>	7+1
4.	<b>Service Experience</b>	7+1
5.	<b>Segmentation, Targeting and Positioning of Service in Modern</b>	5+1

**B. DETAILED SYLLABUS**

<b>Unit</b>	<b>Unit Details</b>
1.	<b>Services Marketing</b>

	<p>An insight into Emerging Sector of Economy; Introduction- Definition, Nature &amp; Scope of Services as a Product. Growth of Service Sector in economy- A Global and Indian Perspective. Service Sector beyond 2020. Evolution of Services as Value Contributors; Difference between Goods &amp; Services- The Tangibility Spectrum. Service Expectation Model. Service Marketing Triangle.</p>
<b>2.</b>	<b>The Marketing Mix of Services</b>
	<ul style="list-style-type: none"> <li>History and need for Ps. The Traditional Ps- Product, Price, Place &amp; Promotion. Need for extended Ps. Service-Continuum. Characteristics of Services and Marketing Implications. Classifications of Services; Augmented Ps - Role of People, Process &amp; Physical Evidence; People- The Key to a Service Marketing; People Dimensions in Services Marketing; Service Encounters; High-Contact &amp; Low-Contact Services; Emotions in Service Situations; Service Profit Chain; Service Culture, Process - Service system, Importance of Process in Services; Service Blueprint; Mapping the Process- Horizontally &amp; Vertically; Variety in Service Process; Value addition in Process; Physical Evidence- Contribution of Physical Evidence to the Service Understanding, Managing the Physical Evidence in Service Marketing; Role of Ps in Creating Value Proposition in Services. .</li> </ul>
<b>3.</b>	<b>Managing Consumer Behavior &amp; Service Quality</b>
	<ul style="list-style-type: none"> <li>Difference in Consumer and Organizational Behavior wrt. Goods &amp; Services – Search Quality, Experience Quality &amp; Credence Quality; Understanding Our Customers &amp; Collaborators in services. Consumer Decision Making Process in Service &amp; How different from Goods- Need Arousal, Information Search and Perceived Risks, Evaluation of Alternatives, Purchase Behavior, Post Purchase Evaluation.</li> </ul>
<b>4.</b>	<b>Service Experience</b>
	<ul style="list-style-type: none"> <li>Services Expectation of Customers- Quality Models - Services cape Model, ServQual Model, GAP Model and Critical Incident Model: Managing demand and capacity - capacity constraints, understanding demand patterns, strategies for matching and adjusting capacity and demand Service Recovery, Service Recovery Process, Impact of Service Failures, Nature of Complaining Behavior- Complaint Resolution</li> </ul>
<b>5.</b>	<b>Segmentation, Targeting &amp; Positioning of Services in Modern Era</b>

- Bases for Segmentation of Services, Selecting Target Market & Approaches, Techniques of Positioning Services. Managing of Relationships in Services Marketing, Current customer retention and customer lifetime value. Service Marketing Strategies for Small and Medium Enterprises: Importance & Challenges;
- Marketing of Services: The Road Ahead Customer as the Centre of Attention; Services as Key Differentiators; New Service Opportunities: Emergence of Work from Home, Automation & New Technologies in Services; Service Marketing Opportunities in India; Applications of Service Marketing (Discuss any 3): Marketing in Tourism, Retail, Hospitality, Airlines, Telecom, IT & ITES, Sports & Entertainment, Logistics, Health Care Sector, Event Management Services and Banks & Financial Sector, Non- Profit Organizations

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Services Marketing: People Technology Strategy	Christopher Lovelock	Latest	Pearson Education
2.	Services Marketing in the Indian Perspective	Ravi Shanker	Latest	
3.	Services Marketing	Zeithaml	Latest	
4.	Service Marketing Concepts Applications & Cases	Mk Rampal,SI Gupta	Latest	

**Code: MBXCBX3102      Marketing of Financial Services      2 Credits [LTP:2-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	RECALL and DESCRIBE the key terminology of Financial Services.
<b>CO2</b>	DESCRIBE the various types of financial products and services.

<b>CO3</b>	DEVELOP FAQs for each kind of financial products and services from an investment advisor's perspective.
<b>CO4</b>	COMPARE and CONTRAST the various types of financial products and services and ILLUSTRATE their benefits and limitations.
<b>CO5</b>	EVALUATE the financial products and services from an investment perspective for various kinds of investors.

**A. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Financial Market Fundamentals</b>	5+1
2.	<b>Mutual Funds</b>	5+1
3.	<b>Insurance</b>	5+1
4.	<b>Other Financial Services</b>	5+1
5.	<b>Marketing of Financial Services</b>	5+1

**B. DETAILED SYLLABUS**

Unit	Unit Details
<b>1.</b>	<b>Financial Market Fundamentals</b>
	<ul style="list-style-type: none"> <li>• <b>Equity Markets:</b> Capital Markets, Role in the Economy, Brief History of BSE and NSE.</li> <li>• Trade life cycle of a financial instrument, Market Participants in the Equity markets with perspectives on 'Buy' side and 'Sell' side, Key terminologies related to the Equity markets.</li> <li>• <b>Bond Markets:</b> Introduction to bond markets, how bond markets operate? Key terminologies related to the bond markets. Regulatory aspects of the Bond Markets, Key players in the Bond Markets (such as FIIs, Hedge Funds etc.)</li> <li>• <b>Debt Instruments:</b> Debt instruments and their classification based on type of issuer, and basis characteristics.</li> </ul>
<b>2.</b>	<b>Mutual Funds</b>
	<ul style="list-style-type: none"> <li>• Genesis,</li> <li>• Definition,</li> <li>• Products/Schemes,</li> <li>• Mutual funds in India,</li> <li>• Managing Mutual funds in India,</li> <li>• SEBI's requirement of AMC,</li> <li>• Functions of AMC,</li> <li>• Working mechanism of AMC,</li> <li>• Regulatory structure of Mutual funds in India.</li> </ul>
<b>3.</b>	<b>Insurance</b>

	<ul style="list-style-type: none"> <li>• Definition,</li> <li>• Basic principles of Insurance,</li> <li>• Reinsurance,</li> <li>• Life Insurance,</li> <li>• General Insurance,</li> <li>• Fire Insurance,</li> <li>• Marine Insurance,</li> <li>• Liability Insurance,</li> <li>• Concept of Insurance Services, IRDA,</li> <li>• Insurance Advisory committee,</li> <li>• Major amendments to Insurance Act.</li> </ul>
<b>4.</b>	<b>Other Financial Services</b>
	<ul style="list-style-type: none"> <li>• <b>Leasing / Hire Purchase:</b> Definition, meaning, types, process, advantages, limitations, financial implications.</li> <li>• <b>Housing Finance:</b> Major institutions involved, types, rate of interest, advantages, scenario in India.</li> <li>• <b>Credit Cards:</b> Meaning, types, growth, advantages and disadvantages, growth in India.</li> <li>• <b>Credit Rating Services:</b> Origin, definition, advantages, credit rating agencies – global and Indian, symbols, CRISIL, ICRA, equity ratings, CIBIL, scope in India.</li> </ul>
<b>5.</b>	<b>Marketing of Financial Services</b>
	<ul style="list-style-type: none"> <li>• <b>Importance of Financial Planning:</b> identification of investment needs for retail investors, studying investment behavior - Household V/s. Institutional Investors.</li> <li>• <b>Alternate Investment Products:</b> Introduction to Alternate Investments and their various products and services, Portfolio Management Services and their features, Tax regulations from an Investment Advisor point of view.</li> <li>• <b>Career opportunities in Marketing of Financial Services</b></li> </ul>

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Marketing of Financial Services	V.A.Avadhani	Latest	Himalaya Publications
2.	Financial Services	Nalini Prava Tripathy	Latest	PHI Learning Pvt Ltd
3.	Financial Services	MY Khan	Latest	Tata McGraw Hill

4.	Financial Services Marketing	ChristineEnnew	Latest	NigelWaite
5.	FinancialServices&Markets,	Dr.PunithavathyPand ian,	Latest	VikasPublication

**Code: MBXCBX3103      Product and Brand Management      2 Credits [LTP:2-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	DEFINE the key concepts and DESCRIBE the elements of a product strategy.
<b>CO2</b>	EXPLAIN Product Strategies for Development and Sustenance of Profitable Product Profiles.
<b>CO3</b>	IDENTIFY the Process and Methods of Brand Management, including how to establish Brand Identity and build Brand Equity.
<b>CO4</b>	EXAMINE the Planning, Creation and Implementation of key Brand Strategies. Finding out how to create Human Centric Brands.
<b>CO5</b>	FORMULATE the Effectiveness of E-branding Strategies for real life Consumers, Business Products and Services operating in various markets and in the Digital Space.

**A. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Product</b>	6
2.	<b>Product Strategy</b>	6
3.	<b>Brand Management</b>	5
4.	<b>Planning and Implementing Brand Marketing Programs</b>	5
5.	<b>E-branding</b>	5

**B. DETAILED SYLLABUS**

Unit	Unit Details
1.	<b>Product</b>

	<ul style="list-style-type: none"> <li>• A Recap of Basic 4 Ps, Position of Product as a P – Definition, Role &amp; Scope of Product; “If you build a better mousetrap, the world will beat a path to your door.” Ralph Waldo Emerson; “The aim of marketing is to know and understand the customer so well that the product or service fits him and sells itself. The aim of marketing is to make selling superfluous” Peter Drucker “A Drill of Hole. What are they Buying? Anon; “A Product is a bundle of satisfactions that a customer buys” Rajan Saxena “A Product is What Product Does...!!!” – J. Nigam; Core Concept of Marketing with Reference to Product Offering. Product Differentiation – Need and Impact; Classification of Products – Goods Vs. Services; Classification of Products – Industrial Vs. Domestic. Types of Industrial and Domestic Products.</li> </ul>
2.	<b>Product Strategy</b>
	<ul style="list-style-type: none"> <li>• Product Development Process- Idea Generation to Product Commercial Launch.</li> <li>• Kotler’s 5 Product Levels Concept</li> <li>• Product Life Cycle wrt. How Ps behave in each State.</li> <li>• BCG Matrix and its Relevance in Product Development and Management.</li> <li>• Product Hierarchy &amp; Product Mix- Product Industry, Category, Line, Width, Depth.</li> </ul>
3.	<b>Brand Management</b>
	<ul style="list-style-type: none"> <li>• Brand History and Overview – The evolution of Brand, including its past and present positioning; Definition, Role and Scope of Brand &amp; Brand Management; “The brand is a thought therefore thought leadership equals brand leadership”- Harish Bijoor “<i>The art of marketing is the art of brand building. If you are not a brand, you are a commodity. Then price is everything and the low-cost producer is the only winner</i>” Phillip Kotler “It isn’t the whiskey they choose, it’s the image.”— David Ogilvy “A Brand is a Perception. Perception will match Reality over Time” Elon Musk “A Brand is like the Reputation of a Person. You Earn Reputation by doing Hard Things Well.” Jeff Boros. Challenges in Branding and Strategic Brand Management process; Brand Equity- Definition, Importance and Need. Brand Equity Models- Brand Asset Valuation, Aaker Model, Keller’s Model, Brandz Model; Brand Resonance, Brand knowledge, Brand Image, Going from Brand Awareness to Brand Purchase- The Concept of PAR &amp; BAR.</li> </ul>
4.	<b>Planning and Implementing Branding Strategy</b>
	<ul style="list-style-type: none"> <li>• The Four steps of brand building – Know your Business, Know your Audience, Create your Resources &amp; Manage your Brand Growth.</li> <li>• Human-Centric Branding: Understanding Humans Using Digital Anthropology, Building the Six Attributes of Human-Centric Brands, When Brands Become Humans.</li> </ul>

<b>5.</b>	<b>e-Branding</b>
	<ul style="list-style-type: none"> <li>• What is E-branding. Objectives of E-Branding.</li> <li>• Platforms of E-branding.</li> <li>• E-branding Strategies in real Marketing world- Take any 3 Examples</li> </ul>

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Product Management	S.A.Chunawalla	Latest	Himalaya Publications
2.	Brand Management	Dr.S.L.Gupta	Latest	Himalaya Publications
3.	Product Management	Lehmann&Winer	Latest	Tata McGraw Hill
4.	Strategic Brand Management	KevinLaneKeller	Latest	Pearson Education
5.	Product & Brand Management	U.C.Mathur	Latest	Excel Books

Code MBXCBX3104 Fundamentals of Mortgage – Banking Rules, Taxation & RBI Regulations\_2Credits [LTP:2-0-0]

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	To understand the importance of Mortgage in Indian Economy
<b>CO2</b>	To analyze various rules and regulations for Mortgage for Public & Private Sector Banks
<b>CO3</b>	To evaluate the supply chain mechanism and its relevance in Auto Loan mortgage
<b>CO4</b>	To calculate the tax and the benefits attached with mortgage in auto loan industry
<b>CO5</b>	To evaluate the phenomenon of mortgaging with reference to gold loans and other businesses



#### D. OUTLINE OF THE COURSE

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	Fundamentals of Mortgages	4
2.	Banking Rules & Regulations for Mortgage	7
3.	Mortgage – Supply Chain Management	5
4.	Mortgage – Taxation & GST	4
5.	Mortgaging Gold Loans and Other Businesses	5

#### E. DETAILED SYLLABUS

Unit	Unit Details
<b>1.</b>	<b>Fundamentals of Mortgages</b>
	<ul style="list-style-type: none"> <li>Meaning of Mortgage, Features of Mortgage, Legal Formalities regarding Mortgage, Traditional Aspects of Mortgaging Vs Modern Mechanism of Mortgage, Mortgage as a Source of Finance, Importance of Mortgaging in the Rural Indian Economy.</li> </ul>
<b>2.</b>	<b>Banking Rules &amp; Regulations for Mortgage</b>
	<ul style="list-style-type: none"> <li>Rules and Regulations for Mortgage as prescribed by RBI, Short-term funding in Auto Business, Trade Advances, Mortgage -a better option, Public Sector Banks Vs Private Sector Banks</li> </ul>
<b>3.</b>	<b>Mortgage – Supply Chain Management</b>
	<ul style="list-style-type: none"> <li>Mortgage – Logistics and Payment Mechanism, Delinquency and Bad Loans, Auto Industry Limitations towards the Mechanism of Supply Chain and Payments via Mortgages.</li> </ul>
<b>4.</b>	<b>Mortgage – Taxation &amp; GST</b>
	<ul style="list-style-type: none"> <li>Taxation and GDT Regulations for Vehicle Loans and Mortgaging Business, Difference in Rates of Taxes with respect to Auto mortgages and others, Invoicing and Credit Process, Mechanism of providing Credit for Auto Loans</li> </ul>
<b>5.</b>	<b>Mortgaging – Gold Loans and Other Businesses</b>

- Fair Price Fixation for Gold Loans, Fair Price Fixation for Mortgaging Business, RBI Regulations towards Fair Price Fixation for various types of Loans and Mortgaging Business, Compliance Process required by Auto Loan Companies for Fair Price Fixation

**F. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Principles and Practices of Banking	SSrinivasan D.	Latest	McMillan India
2.	Banking and Insurance	O.P.Agarwal	Latest	Himalaya Publications
3.	The Indian Financial System	Vasant Desai	Latest	Himalaya Publications
4.	Banking Law and Practice in India	Jagdish Maheshwari	Latest	Kalyani Publishers

**Code: MBXCBX3201**

**Digital Marketing - 1**

**3 Credits [LTP: 3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	The student will understand the basic concepts of digital marketing and its verticals.
<b>CO2</b>	The student will be able to decipher the difference between different thinking modes and how these are utilized in creating a social media marketing campaign.
<b>CO3</b>	The student will be able to evaluate different modes of online platforms like SEO and social media Platforms
<b>CO4</b>	The student will apply the learnings of previous three units into creating a successful digital marketing campaign
<b>CO5</b>	<b>The student will understand the concept of paid ads and its various aspects.</b>
	The student will understand the basic concepts of digital marketing and its verticals.

**F. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction to Digital Marketing	5
2.	Content Creation & Content Marketing	5
3.	Social Media Marketing	5
4.	Search Engine Optimisation	5
5.	Paid Ads using Google Ads	5

### G. DETAILED SYLLABUS

Unit	Unit Details
1.	Introduction to Digital Marketing
	<ul style="list-style-type: none"> <li>Principles of Digital Marketing: 1) Inbound and Outbound Strategies 2) Digital Media Examples 3) Traditional vs. Digital Marketing 4) Digital Channels, Cultural Research: 1) Competitive Research Platforms and Tools 2) Industry Trend Research 3) Digital Research, Connecting with the Customer: 1) The Buyer's Journey 2) Five Marketing Functions 3) 360 Digital Marketing Campaign 4) Marketing Functions and Buyer Journey Stages 5) Digital Marketing Concepts, Principles,</li> <li><b>Practical Learning:</b> Create buyer's persona for given target audience</li> </ul>
2.	Content Creation & Content Marketing
	<ul style="list-style-type: none"> <li>Content Marketing Concepts and Strategy: 1) Benefits of Content Marketing 2) Qualities of Effective Content 3) Types of Content 4) Content Alignment with the Buyer's Journey 5) Community Management 6) Content Marketing Strategy, Developing a Content Marketing Plan: 1) Content Marketing Goals 2) Content/Business Goal Alignment 3) Customer Personas 4) Content Topics 5) Content Calendar 6) Content Management Systems, Creating and Curating Content:- 1) Content Stakeholders 2) Content Types and Formats 3) Content Tools 4) Content Creation and Curation 5) Content Creation Best Practice 6) Brand Components 7) Content Personalization</li> <li><b>Practical Learning:</b> Create text, audio and video format of content for social media marketing.</li> </ul>
3.	Social Media Marketing

	<ul style="list-style-type: none"> <li>1) Benefits of Social Media Marketing 2) Social Media Marketer Responsibilities 3) The Buyer' Journey stages 4) Influential Social Media Platforms (Facebook, Instagram, YouTube, Twitter, LinkedIn, Quora) 5) Key terminologies 6) Content sharing and Best Practices Video, text and audio content 7) How to use hashtags 8) Reels and shorts videos 9) How to use AI tools for social media marketing.</li> <li><b>Practical Learning:</b> Creating social media content calendar for social media marketing campaign</li> </ul>
4.	Search Engine Optimisation
	<ul style="list-style-type: none"> <li>SEO Introduction: Keywords and its types, SERP (Search Engine Result Pages) ,Key SEO Components, Keywords and SEO Content Plan - 1) Keyword Research Benefits 2) Short and Long Tail Keywords 3) Conduct Keyword Research 4) Convert Keywords into SEO Content, Optimize Organic Search Ranking - Technical Components for Visibility, On-page Optimization, Off-page Optimization, SEO Audit Traffic Sources</li> <li><b>Practical Learning:</b> Keyword research for given niche and optimising the website from SEO point of view.</li> </ul>
5.	Paid Ads using Google Ads

	<ul style="list-style-type: none"> <li>Fundamentals of Paid Search - 1) Paid vs. Organic Search 2) Customer Use of Search Engines 3) Paid Search Benefits 4) Elements of Paid Search Campaigns, Search Campaign Management - 1) Advertising Budget Management 2) Google Ads Bidding 3) Google Ads Bid Simulator Tool 4) Optimize Paid Search Campaigns 5) Google Ads Editor</li> </ul>
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#### B. RECOMMENDED STUDY MATERIAL:

Sr. No	Reference Book	Author	LINK
1.	Digital Marketing Playlist	Rahul Singhal	<a href="https://www.youtube.com/playlist?list=PLC-H-1-A18LL">https://www.youtube.com/playlist?list=PLC-H-1-A18LL</a>
2.	Free SEO Course	Rahul Singhal	<a href="https://www.udemy.com/user/rahul-">https://www.udemy.com/user/rahul-</a>

Code: MBXEBOX3113 Talent Management 3 Credits [LTP:3-0-0]

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	To define Talent Management and its significance
<b>CO2</b>	To understand performance excellence through Talent Management
<b>CO3</b>	To apply Talent Management concepts in Human Resource Management
<b>CO4</b>	To analyzing Talent Management practices in employee development and career enhancement
<b>CO5</b>	To formulate the Talent Management Strategies for any organization.

**A. OUTLINE OF THE COURSE**

<b>UnitNo.</b>	<b>Title of the unit</b>	<b>Time required for the Unit(Hours)</b>
1.	<b>Talent Management</b>	5
2.	<b>Talent Management Planning</b>	5
3.	<b>Talent Acquisition</b>	5
4.	<b>Talent Retention</b>	5
5.	<b>Opportunities and Challenges in Talent Management</b>	5

**B. DETAILED SYLLABUS**

<b>Unit</b>	<b>Unit Details</b>
<b>1.</b>	<b>Talent Management</b>
	<ul style="list-style-type: none"> <li>• Definition, Meaning of Talent Management, Objectives &amp; Role of Talent Management in building sustainable competitive advantage to a firm, Key Processes of Talent Management, Consequences of Failure in Managing Talent,</li> <li>• Benefits of Talent Management: How Your Business Can Benefit From it, Responsibilities of Talent Management Manager &amp; Professionals</li> </ul>
<b>2.</b>	<b>Talent Management Planning</b>
	<ul style="list-style-type: none"> <li>• Understanding the Needs and Mind set of Employee, Steps in Talent Management Process, Knowledge, Values, Beliefs and Skill Implications for Talent Management, Modelling Excellence</li> </ul>
<b>3.</b>	<b>Talent Acquisition</b>

	<ul style="list-style-type: none"> <li>Defining Talent Acquisition, Develop high potential employee - High performance workforce,</li> <li>Importance of Talent Development Process, Steps in Developing Talent, Succession Planning,</li> <li>Difference between Talent Acquisition and Recruitment, Current Trends in Talent Acquisition</li> </ul>
<b>4.</b>	<b>Talent Retention</b>
	<ul style="list-style-type: none"> <li>"SMR Model" (Satisfy, Motivate and Reward) – The Formula to Win Your Employees &amp; Retain Them, Employee Retention Programs,</li> <li>Career Planning &amp; Development, Return on Investment (ROI) on Talent Management, Employee Engagement, Best Practices in Employee Retention.</li> </ul>
<b>5.</b>	<b>Opportunities and Challenges in Talent Management</b>
	<ul style="list-style-type: none"> <li>Talent Management Challenges, Strategies to Overcome the Challenges, Opportunities in Talent Management, Talent Management in the Digital Era, Current trends in Talent Management.</li> </ul> <p>Students in a group of 2-4 to study and submit spiral bound report on Talent Management Strategy in any organisation of their choice.</p>

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	A Framework for Human Resource Management	Dessler Gary	Latest	Pearson Edition
2.	Human Resource Management	Pattanayak Biswajeet	Latest	PHI Learning Pvt Ltd
3.	Talent Management Hand Book	Lance A Berger, Dorothy R Berger	Latest	Tata McGraw Hill
4.	Fundamentals of Human Resource Management	Varkkey Biju	Latest	Pearson Edition
5.	A Handbook of Human Resource Management Practice	Armstrong Michael	Latest	Kogan Page Publication

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	To remember the strategies adopted by HR and their implementation issues and challenges faced by the organization in national and international context.
<b>CO2</b>	To develop ability to understand and articulate the basic concepts of SHRM and link the HR strategies to the organizational business strategies.
<b>CO3</b>	Ability to analyze HR as an investment to the company.
<b>CO4</b>	To interpret and evaluate the implementation of the HR strategies.
<b>CO5</b>	To formulate and provide realistic solutions to the industry by designing innovative strategies and logical decision making.

#### H. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit (Hours)
1.	<b>Introduction to Strategic Human Resource Management</b>	6+1
2.	<b>Components of SHRM</b>	8+1
3.	<b>HR Planning as a strategy</b>	7+1
4.	<b>Specific HR strategies</b>	6+1
5.	<b>Global Dimensions to HR strategy</b>	8+1

#### I. DETAILED SYLLABUS

Unit	Unit Details
<b>1.</b>	<b>Introduction to Strategic Human Resource Management</b>
	<ul style="list-style-type: none"> <li>• Definition and objectives of SHRM,</li> <li>• Evolution of SHRM,</li> <li>• Strategic Fit, Types of HR strategies,</li> <li>• Linking HR strategies to business strategies</li> </ul>
<b>2.</b>	<b>Components of SHRM</b>
	<ul style="list-style-type: none"> <li>• Human Capital management, Valuation of human resources in a strategic level</li> <li>• HR cost, Investments in HR,</li> <li>• Formulation of HR strategies,</li> <li>• Strategic HR v/s traditional HR,</li> <li>• HRM in knowledge based economy,</li> <li>• Challenges and issues in implementation of HR strategies in Indian context</li> </ul>

<b>3.</b>	<b>HR Planning as a strategy</b>
	<ul style="list-style-type: none"> <li>• Business Strategy &amp; HRP, HRP process, Job Analysis,</li> <li>• Forecasting and analyzing HR demand (qualitative and quantitative),</li> <li>• Supply forecasting (external and internal),</li> <li>• Comparison of demand and supply forecasting</li> </ul>
<b>4.</b>	<b>Specific HR strategies</b>
	<ul style="list-style-type: none"> <li>• Talent Management strategies,</li> <li>• Career Planning and succession planning,</li> <li>• Compensation and reward strategies,</li> <li>• Employee engagement strategies</li> </ul>
<b>5.</b>	<b>Global Dimensions to HR strategy</b>
	<ul style="list-style-type: none"> <li>• SHRM in international context, Global competitive advantage,</li> <li>• Issues and challenges in SHRM,</li> <li>• Cross cultural management- developing cross cultural sensitivity, OCTAPACE,</li> <li>• Global business ethics</li> </ul>

**J. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Strategic Human Resource Management	Agrawal, Tanuja	Latest	Oxford University Press
2.	Strategic Human Resource Management	Mello, Jeffrey A.	Latest	Thomson Publications
3.	Human Resource Management- Text and Cases	Pande, Sharan; Basak, Swapnalekha	Latest	Pearson Education
4.	Strategic Human Resource Management- A General Managerial Approach	Greer, Charles P.	Latest	Pearson Education
5.	Global Resource Management	Bedi, S.P.S; Kishore, Minakshi	Latest	Wisdom Publications
Websites				
	<ul style="list-style-type: none"> <li>□ NPTEL</li> <li>□ <a href="http://www.shrmindia.org">www.shrmindia.org</a></li> <li>□ <a href="http://www.peoplematters.com">www.peoplematters.com</a></li> </ul>			

**Code: BULEBX3111**

**Strategic Management**

**3Credits [LTP:3-0-0]**



**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	To describe the basic terms and concepts in Strategic Management.
<b>CO2</b>	To explain the various facets of Strategic Management in a real world context.
<b>CO3</b>	To Describe the trade-offs within and across strategy formulation, implementation, and appraisal.
<b>CO4</b>	To integrate the aspects of various functional areas of management to develop a strategic perspective.
<b>CO5</b>	To explain the nature of the problems and challenges confronted by the top management team and the approaches required to function effectively as strategists.

**A. OUTLINE OF THE COURSE**

<b>UnitNo.</b>	<b>Title of the unit</b>	<b>Time required for the Unit(Hours)</b>
1.	<b>Understanding Strategy</b>	7+1
2.	<b>Analyzing Company's Internal Environment</b>	7+1
3.	<b>Generic Competitive Strategies</b>	7+1
4.	<b>Strategy Implementation</b>	7+1
5.	<b>Blue Ocean Strategy</b>	7+1

**B. DETAILED SYLLABUS**

<b>Unit</b>	<b>Unit Details</b>
<b>1.</b>	<b>Understanding Strategy</b>

	<ul style="list-style-type: none"> <li>• Concept of strategy, Levels of Strategy - Corporate, Business and Functional.</li> <li>• Strategic Management - Meaning and Characteristics. Distinction between strategy and tactics,</li> <li>• Strategic Management Process, Stakeholders in business, Roles of stakeholder in strategic management.</li> <li>• Strategic Intent – Meaning, Hierarchy, Attributes, Concept of Vision &amp; Mission - Process of envisioning, Difference between vision &amp; mission.</li> <li>• Characteristics of good mission statements. Business definition using Abell’s three dimensions.</li> <li>• Objectives and goals, Linking objectives to mission &amp; vision.</li> <li>• Critical success factors (CSF), Key Performance Indicators (KPI), Key</li> <li>• Result Areas (KRA). Components of a strategic plan, Analyzing Company’s External Environment: Environmental appraisal, Scenario planning – Preparing an Environmental Threat and Opportunity Profile (ETOP). Analyzing</li> <li>• Industry Environment: Industry Analysis - Porter’s Five Forces Model of competition, Entry &amp; Exit Barriers.</li> </ul>
<b>2.</b>	<b>Analyzing Company’s Internal Environment</b>
	<ul style="list-style-type: none"> <li>• Resource based view of a firm. Analyzing Company’s Resources and Competitive Position - meaning, types &amp; sources of competitive advantage, competitive parity &amp; competitive disadvantage.</li> <li>• VRIO Framework, Core Competence, characteristics of core competencies, Distinctive competitiveness. Benchmarking as a method of comparative analysis.</li> <li>• Value Chain Analysis Using Porter’s Model: primary &amp; secondary activities.</li> <li>• Organizational Capability Profile: Strategic Advantage Profile, Concepts of stretch, leverage &amp; fit, ways of resource leveraging - concentrating, accumulating, complementing, conserving, recovering.</li> <li>• Portfolio Analysis: Business Portfolio Analysis - BCG Matrix - GE 9 Cell Model.</li> </ul>
<b>3.</b>	<b>Generic Competitive Strategies</b>
	<ul style="list-style-type: none"> <li>• Meaning of generic competitive strategies, Low cost, Differentiation, Focus – when to use which strategy.</li> <li>• Grand Strategies: Stability, Growth (Diversification Strategies, Vertical Integration Strategies, Mergers, Acquisition &amp; Takeover Strategies, Strategic Alliances &amp; Collaborative Partnerships), Retrenchment – Turnaround, Divestment, Liquidation, Outsourcing Strategies.</li> </ul>
<b>4.</b>	<b>Strategy Implementation</b>

	<ul style="list-style-type: none"> <li>Barriers to implementation of strategy, Mintzberg's 5 Ps - Deliberate &amp; Emergent Strategies.</li> <li>Mc Kinsey's 7s Framework. Organization Structures for Strategy Implementation: entrepreneurial, functional, divisional, SBU, Matrix, Network structures, Cellular/Modular organization, matching structure to strategy, organizational design for stable Vs. turbulent environment, Business Continuity Planning. Changing Structures &amp; Processes: Reengineering &amp; strategy implementation - Principles of Reengineering.</li> <li>Corporate Culture: Building Learning organizations, promoting participation through technique of Management by Objectives(MBO).</li> <li>Strategy Evaluation: Operations Control and Strategic Control - Symptoms of malfunctioning of strategy -Concept of Balanced scorecard for strategy evaluation.</li> </ul>
<b>5.</b>	<b>Blue Ocean Strategy</b>
	<ul style="list-style-type: none"> <li>Difference between blue &amp; red ocean strategies, principles of blue ocean strategy, StrategyCanvas &amp; Value Curves, Four Action framework.</li> <li>Business Models: Meaning &amp; components of business modelsnew business models for Internet Economy</li> <li>E-Commerce Business Models and Strategies - Internet Strategies for Traditional Business - Virtual Value Chain. Sustainability &amp; Strategic Management: Start ups-growth and reasonsfor decline.</li> <li>Threats to sustainability, Integrating Social &amp; environmental sustainability issues in strategicmanagement, meaning of triple bottom line, people-planet-profits.</li> </ul>

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Crafting and Executing Strategy- The Quest for Competitive Advantage	Thompson, Strickland, Gamble &Jain	Latest	Tata McGraw Hill
2.	Strategic Management Indian Edition,	Ireland, Hoskisson&Hitt,	Latest	Cengage Learning
3.	Strategic Management and Business Policy	AzharKazmi,	Latest	Tata McGraw Hill
4.	Concepts in Strategic Management & Business Policy	Thomas L. Wheelen& J. David Hunger	Latest	Pearson Education.
5.	Competitive Strategy: Techniques for Analyzing Industries and Competitors	Michael E. Porter	Latest	First FreePress, Edition

**Code: BULEBX3112****Decision Science 3 Credits [LTP:3-0-0]****COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	DESCRIBE the concepts and models associated with Decision Science.
<b>CO2</b>	UNDERSTAND the different decision-making tools required to achieve optimisation in business processes.
<b>CO3</b>	APPLY appropriate decision-making approach and tools to be used in business environment.
<b>CO4</b>	ANALYSE real life situation with constraints and examine the problems using different decision-making tools
<b>CO5</b>	EVALUATE the various facets of a business problem and develop problem solving ability and to DISCUSS & propose the various applications of decision tools in the present business scenario.

**A. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Introduction</b>	8+1
2.	<b>Linear Programming</b>	7+1
3.	<b>Probability</b>	7+1
4.	<b>CPM &amp; PERT</b>	7+1
5.	<b>Decision Theory</b>	6+1

**B. DETAILED SYLLABUS**

Unit	Unit Details
<b>1.</b>	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>Importance of Decision Sciences &amp; role of quantitative techniques in decision making. Assignment Models: Concept, Flood's Technique/ Hungarian method, applications including restricted, multiple assignments and maximization objective. Transportation Models: Concept, formulation, problem types: balanced, unbalanced, restriction and maximization, Basic initial solution using North West Corner, Least Cost &amp; VAM, Optimal solution using MODI, multiple solution case to</li> </ul>
<b>2.</b>	<b>Linear Programming</b>

	<ul style="list-style-type: none"> <li>• Concept, Formulation &amp; Graphical Solution. Markov Chains: Applications related to management functional areas, estimation of transition probabilities. Simulation Techniques: Monte Carlo Simulation, scope, and limitations</li> </ul>
<b>3.</b>	<b>Probability</b>
	<ul style="list-style-type: none"> <li>• Concept, Conditional Probability theorem-based decision making. Probability Distributions: Normal, Binomial, Poisson (Simple numerical for decision making expected). Queuing Theory: Concept, Single Server (M/M/I, Infinite, FIFO), Introduction of Multi Server (M/M/C, Infinite, FIFO) (Numerical on single server model expected)</li> </ul>
<b>4.</b>	<b>CPM &amp; PERT</b>
	<ul style="list-style-type: none"> <li>• Concept, Drawing network, identifying critical path, Network calculations- calculating EST, LST, EFT, LFT, Slack, floats &amp; probability of project completion in case of PERT. Network crashing: Concept of project cost and its components, time and cost relationship, crashing of CPM network Inventory Costs - Concept and behavior of ordering cost, carrying cost, shortage cost.</li> </ul>
<b>5.</b>	<b>Decision theory</b>
	<ul style="list-style-type: none"> <li>• Concept, Decision making under uncertainty Maximax, Maximin, Minimax regret, Hurwicz's &amp; Laplace criterion, Decision making under risk (EMV, EVPI) for items with and without salvage value. Game Theory: Concept, <math>2 \times 2</math> zero sum game, Pure &amp; Mixed Strategy, solution of games with dominance, average dominance method. Sequencing problem: Introduction, Problems involving n jobs-2 machines, n jobs- 3 machines &amp; n jobs-m machines, Comparison of priority sequencing rules</li> </ul>

**Important Note:**

1. In each unit caselet related to management situation in various functional domains shall be discussed by the subject teacher.

2. Numerical based on functional areas of business are expected on each unit

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Quantitative Techniques in Management	.D. Vohra	Latest	Tata, McGraw Hill Publications
2.	Operations Research	Hamdy A Taha	Latest	Pearson Publication.
3.	Operations Research	Hira Gupta	Latest	S Chand Publications
4.	Operations Research Theory & Applications	J K Sharma	Latest	MacMillan Publishers India Ltd.
5.	Statistical Methods	S C Gupta	Latest	S Chand Publications

Code: BUACHU3209

Corporate Communication I

Credits: 1 [LTP: 0-0-2]

**Course Outcomes:**

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

CO	Cognitive Abilities	Course Outcomes
CO-01	Understand/ Apply	The learner will be able to apply basic Do's of email writing by framing grammatically correct sentences in formal format.
CO-02	Understand/ Apply	The learner will be able to apply the techniques and tools for presentation; recognize presentation weak spots and areas for improvement & learn, practice and acquire the skills necessary to deliver effective presentation with clarity and impact.
CO-03	Understand/ Apply	The learner will be able to design a resume that describes their education, skills, experiences and measurable achievements with proper grammar, format and brevity along with demonstrating an ability to target the resume to the presenting purpose.
CO-04	Apply/Create	The learner will be able to write and practice answers after analysing the CVs and apply critical thinking to arrive at a conclusion.
CO-05	Apply/Create	The learner will be able to evaluate basic factors such as personal skills and abilities, career fields, willingness to learn and strengthen the chances to get desirable jobs.

**A. OUTLINE OF THE COURSE**

<b>Unit No.</b>	<b>Title of the Unit</b>	<b>Time required for the Unit (Hours)</b>
<b>1</b>	<b>Professional E-mail writing</b>	<b>4</b>
<b>2</b>	<b>Presentation Skills I</b>	<b>4</b>
<b>3</b>	<b>Resume Building</b>	<b>6</b>
<b>4</b>	<b>Technicalities of Job Interview and Group Discussion</b>	<b>6</b>
<b>5</b>	<b>Career options and Role Selection</b>	<b>5</b>

Lab 1	E-Mail Writing : Formal letters and Applications
Lab 2	E-Mail Writing : Cover Letter
Lab 3	Presentation Skills : Content strategies
Lab 4	Presentation Skills : How to present
Lab 5	How to develop the content of a Resume:
Lab 6	Developing question based on Resume : Team Work
Lab 7	Personal Statement/ objectives and Skills
Lab 8	Job Interview : Verbal and Non-Verbal cues
Lab 9	Group Discussion : Do's and Don'ts
Lab 10	Group Discussion: Strategies and Expectations
Lab 11	Research on possible career options based on the program
Lab 12	Strategies to develop necessary skills required by the job role

**RECOMMENDED BOOKS**

<b>S.No</b>	<b>Books /Website links</b>
<b>1</b>	<b>Decoding Communication by Girish Jain</b>

2	Crucial Conversations by Joseph Grenny
3	Power of Corporate Communication by Paul A
4	Communication in the Workplace audiobook by David L Lewis
5	Business Communication by R.C. Bhatia
6	<a href="https://www.youtube.com/watch?v=S5QBTXK_2xg">https://www.youtube.com/watch?v=S5QBTXK_2xg</a>
7	<a href="https://www.youtube.com/watch?v=HyekCzDtKA0&amp;list=PLSjkMEhzZ_if2ve3vBHVv5nXhllr2MgNw">https://www.youtube.com/watch?v=HyekCzDtKA0&amp;list=PLSjkMEhzZ_if2ve3vBHVv5nXhllr2MgNw</a>
8	<a href="https://www.youtube.com/watch?v=VC-l-JzHp0M">https://www.youtube.com/watch?v=VC-l-JzHp0M</a>

**Code: BUVCE3204**

**Elements of Internet of Things**

**1 Credits [LTP: 0-0-2]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

CO1	The student will understand the basic concepts Internet of Things (IoT)
CO2	The student will be able to comprehend and analyze the basic IoT applications in view of current trend
CO3	The student will be able to evaluate different models and values of IoT implementation in Business
CO4	The student will apply the learnings of previous three units into creating a Business plan for a venture in the chosen field
CO5	The student will understand and apply the learnings to develop strategies and plan IoT implementations

#### D. OUTLINE OF THE COURSE

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	Introduction to Internet of Things (IoT) & IoT Components and Architecture	5
2.	IoT Applications of IoT in Business and Industry	5
3.	IoT Business Models and Value Creation	5
4.	IoT Security, Privacy, and Ethical Considerations	5
5.	IoT Strategic Planning and Implementation	5

#### E. DETAILED SYLLABUS

Unit	Unit Details
1.	Introduction to Internet of Things (IoT) & IoT Components and Architecture



	<p>Introduction to Internet of Things (IoT)</p> <ul style="list-style-type: none"> <li>- Overview of the IoT ecosystem</li> <li>- Evolution of IoT: From machine-to-machine (M2M) communication to connected devices</li> <li>- Key IoT concepts and terminologies</li> <li>- Industries driving IoT adoption</li> </ul> <p>IoT Components and Architecture</p> <ul style="list-style-type: none"> <li>- IoT devices: sensors, actuators, and embedded systems</li> <li>- IoT networks: wireless communication protocols and standards (e.g., WiFi, Bluetooth, Zigbee, LoRaWAN)</li> <li>- IoT platforms: cloud computing, edge computing, and fog computing</li> <li>- IoT data management: storage, processing, and analytics</li> <li>- IoT architecture: device layer, network layer, management layer, and application layer</li> </ul> <p><b>Practical Learning:</b> Conduct a case study on IoT , with presentations and Article</p>
2.	<b>IoT Applications of IoT in Business and Industry</b>
	<ul style="list-style-type: none"> <li>- Smart cities: infrastructure, transportation, and public safety</li> <li>- Smart manufacturing: automation, supply chain, and predictive maintenance</li> <li>- Smart agriculture: precision farming, livestock monitoring, and drone technology</li> <li>- Smart healthcare: remote patient monitoring, telemedicine, and medical device integration</li> <li>- Smart retail: personalized shopping, inventory management, and smart logistics</li> <li>- Other emerging applications and use cases</li> </ul> <p><b>Practical Learning:</b> Studying Different Smart City implementations in India and Abroad . 2000 word article on development of smart cities</p>
3.	<b>IoT Business Models and Value Creation</b>
	<p>IoT Business Models and Value Creation</p> <ul style="list-style-type: none"> <li>- Disruptive potential of IoT: new products, services, and markets</li> <li>- IoT monetization strategies: product/service differentiation, data-driven insights, and platform-based models</li> <li>- Creating consumer value through IoT: convenience, personalization, and cost savings</li> <li>- Assessing the return on investment (ROI) of IoT deployments</li> <li>- Platform Selection</li> </ul> <p><b>Practical Learning:</b> Preparing a mock management proposal for IoT implementation</p>
4.	<b>IoT Security, Privacy, and Ethical Considerations</b>
	<p>IoT Security, Privacy, and Ethical Considerations</p> <ul style="list-style-type: none"> <li>- Security challenges and risks associated with IoT devices and networks</li> <li>- Data privacy concerns and legal implications</li> <li>- Ethical considerations in IoT data collection and usage</li> <li>- Best practices for ensuring security, privacy, and compliance in IoT deployments</li> <li>- Case Studies</li> </ul> <p><b>Practical Learning:</b> Presentation on emerging IoT threats and prevention</p>

<b>5.</b>	<b>IoT Strategic Planning and Implementation</b>
	<p>IoT Strategic Planning and Implementation</p> <ul style="list-style-type: none"> <li>- Identifying IoT opportunities and aligning with organizational goals</li> <li>- Developing a comprehensive IoT strategy and roadmap</li> <li>- Building an IoT ecosystem: partnerships, collaborations, and acquisitions</li> <li>- Change management and addressing organizational resistance</li> <li>- Measuring IoT adoption success and performance metrics</li> <li>- Case Studies</li> </ul> <p><b>Practical Learning:</b> Prepare and Presentation on IoT strategy of an manufacturing / Transport / Retail enterprise</p>

**F. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	"Internet of Things: Principles and Paradigms"	Rajkumar Buyya, Amir Vahid Dastjerdi	Latest	Morgan Kaufmann Publications
2.	Internet of Things: Technologies and Applications for a New Age of Intelligence	Dr. Satish Chand, Dr. S. K. Yadav, Dr. Roopam Gupta	Latest	I.K. International Publishing House Pvt. Ltd.
3.	Internet of Things: A Hands-On Approach	Arshdeep Bahga, Vijay Madiseti	Latest	Universities Press
4.	Fundamentals of IoT: Design and Deployment	Dr. Shashirekha H, Prof. Raghavendra M,	Latest	I.K. International Publishing House

## Syllabus

### Semester-IV

**Code: MBXCBX4101**

**Marketing 4.0**

**3Credits [LTP:3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	DESCRIBE the various concepts associated with Marketing 4.0
<b>CO2</b>	EXPLAIN the importance of 5A's in Marketing 4.0.
<b>CO3</b>	DEMONSTRATE the application of concepts of digital marketing, new productivity metrics, Human centric marketing, Omni channel marketing to the real world of digital economy
<b>CO4</b>	DISTINGUISH between traditional and digital marketing practices in given real world context to be Effective Marketers.
<b>CO5</b>	ASSESS how Technology & Connectivity has changed Brand Perceptions and business in the context of real-world Commodities, Products & Services.

#### A. OUTLINE OF THE COURSE

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Introduction to Marketing 4.0</b>	8+1
2.	<b>Marketing 4.0 in the Digital Economy</b>	7+1
3.	<b>Measuring Impact of Marketing 4.0</b>	7+1
4.	<b>Human-Centric Marketing for Brand Attraction</b>	6+1
5.	<b>Omni channel Marketing for Brand Commitment</b>	7+1

#### B.DETAILED SYLLABUS

Unit	Unit Details
1.	<b>Introduction to Marketing 4.0</b>

- History & Development of Marketing 4.0.- Exchange, Production Concept, Product Concept, Sales Concept, Marketing Concept, Holistic Marketing Concept, Digital Marketing Concept. The Transition from Marketing 1.0 to 4.0
- Definition, Need, Role & Scope of Marketing 4.0.
- Difference between Marketing 3.0 & 4.0. Moving from Traditional to Digital. Mindset Shifts from Isolated to the Connected Customers, Exclusive to Inclusive, social communities, Reverse innovation, Frugality change in focus From Vertical to Horizontal, Transition from Individual to Social approach, Online go-to-market option- factor (friends, families, Facebook, Fans, twitter follower
- Characteristics of Marketing 4.0.
- Internet History and Application in Marketing to Create Connected Customers. The 4 Paradoxes of Marketing to Connected Customers- Connected customers are Independent yet Interconnected, Idealistic yet Discriminating, Digitally primed yet Highly Hands on, Feel like Gods yet all too Human. Connectivity as a game changer, lowering Entry Barriers, Disruption, Collaboration, Co-Creation, Informed customers vs Distracted customers, brand conversion, Negative Advocacy vs Positive Advocacy, prompted Advocacy
- The Influential Digital Subcultures- Interesting Statistics on Use of Digital Platforms Globally and Indian perspective. Youth: Acquiring the Mind Share, Fast changing Pop culture, Youth as a primary market, early adopters, Women: Growing the Market Share, Women's role in decision-making, Researched decision process, Women's role as a gatekeeper, Netizens: Expanding the Heart Share, well informed, smart and High influence of Netizens.
- Advantages and Disadvantages of Digital Marketing . .

2.

## Marketing 4.0 in the Digital Economy

	<ul style="list-style-type: none"> <li>• Moving from Traditional to Digital Marketing, Integrating Traditional and Digital Marketing, technologies that drive Digital Economy, Digitally Empowered entrants, Combining Online and Offline Interaction, Blending style with substance, The New Customer Path- The Digital Marketing Process is No Different than Traditional Marketing Concept, with only the Customer Connect Changing from Physical to Digital.</li> <li>• The Digital Buying Process:- How different- Need Arousal, Information Search, Evaluation or Alternatives, Buying Decision, Satisfaction/ Dissatisfaction. Kotler's 5A concept wrt. Marketing 4.0 . The Power of Digital Customer – Moving from 4Ps to 4Cs</li> <li>• Consumer Behavior of Digital Customers:- How different- Digital Customer Personality, Motivation, Perception, Learning, Attitude. Driving from Awareness to Advocacy: The O Zone (O3)</li> </ul>
<b>3.</b>	<b>Measuring Impact of Marketing 4.0:</b>
	<ul style="list-style-type: none"> <li>• Marketing Productivity Metrics- Introducing PAR and BAR, Decomposing PAR and BAR Driving Up Productivity, Purchase Action Ratio and Brand Advocacy Ratio Industry Archetypes and Best Practices Four Major Industry Archetypes, Four Marketing Best Practices.</li> </ul>
<b>4.</b>	<b>Human-Centric Marketing for Brand Attraction</b>
	<ul style="list-style-type: none"> <li>• Branding on Digital Platform – Basics and Basis of E-branding. Developing Brand Equity on Digital Platforms.</li> <li>• Making Brands 'Human'. Understanding Humans Using Digital Anthropology, Building the Six Attributes of Human-Centric Brands, When Brands Become Humans Content Marketing for Brand Curiosity Content Is the New Ad, #Hashtag Is the New Tagline, Step-by-Step Content Marketing, Creating Conversations with Content</li> </ul>
<b>5.</b>	<b>Omni channel Marketing for Brand Commitment</b>

- The Rise of Omnichannel Marketing. Step-by-Step Omni channel Marketing, Integrating the Best of Online and Offline Channels

Engagement Marketing for Brand Affinity

- Enhancing Digital Experiences with Mobile Apps, Providing Solutions with Social CRM, Driving Desired Behavior with Gamification. Mobile Apps, Social CRM, and Gamification, Epilogue: Getting to WOW! What Is a “WOW”? Enjoy, Experience, Engage.

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Marketing 4.0	Philip Kotler Hermawan Kartajaya	Latest	John Wiley & Sons
2.	Managing Content Marketing: The Real World Guide for creating subscribers to Your Brand Passionate	Jie Pulizzi, Robert Rose	Latest	CMI Books
3.	Marketing Metrics: The Manager's Guide to Measuring Marketing Performance	Neil T Bendle, Paul Farris and Philip Pfeifer	Latest	Pearson FT Press
4.	Engagement Marketing- How small business wins in a socially connected world	Gail Goodman	Latest	Wiley Publishers
5.	Permission Marketing, turning strangers into friends and friends into customers	Seth Godin,	Latest	

**Code: MBXCBX4102**

**International Marketing**

**2 Credits [LTP:2-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	ENUMERATE various terms and key concepts associated with international marketing. Export Orientations of Firms
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<b>CO2</b>	EXPLAIN various key concepts/ Theories used in all aspects of international marketing. STP in International Markets.
<b>CO3</b>	APPLY all stages in international marketing management process. Building Global Marketing Mix – Product and Price
<b>CO4</b>	EXAMINE various facets of international marketing Communications and the relevant aspects of international marketing management process from a data driven decision perspective.
<b>CO5</b>	JUDGE suitability of alternative market segmentation bases, target markets election, market entry strategies, positioning strategies and internationalmarketingmixstrategiesbasedonAssessmentofinternationalmarketingenvironment.

#### A. OUTLINE OF THE COURSE

Unit No.	Title of the unit	Time required for the Unit(Hours)
1.	<b>Introduction and Overview of International Marketing:</b>	5
2.	<b>Approaching International Marketing</b>	8
3.	<b>Creating Global Marketing Programs: International Marketing Mix I</b>	4
4.	<b>Creating Global Marketing Programs: International Marketing Mix II</b>	4
5.	<b>Managing International Marketing in 21<sup>st</sup> Century</b>	4

#### B. DETAILED SYLLABUS

Unit	Unit Details
<b>1.</b>	<b>1. Introduction and Overview of International Marketing:</b>
	<ul style="list-style-type: none"> <li>• Meaning, Nature, Scope, Importance and Challenges of International Marketing;</li> <li>• Management Orientations of Firms, in the context of International Marketing–EPRG Framework- Ethnocentric, Regiocentric, Geocentric, Polycentric.</li> <li>• Overview of International Marketing Management Process- Motivation to Enter International Markets, Developing a Global Vision thru Company &amp; Market SWOT, Research and Analysis.</li> <li>• Developing International Marketing Mix, Design and Consolidate International Marketing Efforts.</li> <li>• International Marketing Environment and Its Effect on International Marketing–PESTEL.</li> </ul>
<b>2.</b>	<b>Approaching International Marketing</b>

	<ul style="list-style-type: none"> <li>Theories of International Marketing/ Reasons for Entering International Markets- Comparative Cost Theory, Opportunity Cost Theory, Factor Endowment Theory, Absolute Difference in Cost/ Advantage Theory, Vent of Surplus Theory, Reciprocal Demand Theory.</li> <li>Entry Strategies in International Market- Wholly Owned Subsidiary, Green Field Operation, Exporting, Contractual Entry Mode, Joint Venture, Strategic Alliance.</li> <li>International STP- Market Segmentation; Target Market Selection; International Market Entry Strategies; International Positioning Strategies.</li> </ul>
<b>3.</b>	<b><i>Creating Global Marketing Programs: International Marketing Mix I</i></b>
	<ul style="list-style-type: none"> <li><b>International Product Planning:</b> Major Product Decisions- Product Features and Quality, Product Design, Branding, Packaging, Labeling, and Product Support Services; Product Standardization vs. Adaptation; New Product Development; IPRIssues; International Product Life Cycle; Managing Product Mix and Product Line.</li> <li><b>Pricing for International Markets:</b> Factors affecting International Price Determination; Pricing Strategies for International Markets; Price Quotations and Terms of Sale, Delivery and Payment; Dumping; Gray Market; Transfer Pricing.</li> </ul>
<b>4.</b>	<b><i>Creating Global Marketing Programs: International Marketing Mix II</i></b>
	<ul style="list-style-type: none"> <li><b>Managing International Promotion:</b> International Promotion Mix Decisions: Advertising, Sales Promotion, Public Relations and Publicity, Personal Selling, Direct Marketing; Standardization vs. Adaptation issue; Developing International Promotion Campaign.</li> <li><b>Global Branding</b></li> <li><b>Managing International Distribution:</b> Designing International Distribution Channels; Management of International Distribution Channel; Distribution Channel Dynamics; International Logistics Management.</li> </ul>
<b>5.</b>	<b>Managing International Marketing in 21<sup>st</sup> Century</b>
	<ul style="list-style-type: none"> <li>Global e.marketing. Digital Revolution and International Marketing; Developing International Competitiveness;</li> <li>Ethics, CSR and Social Responsiveness in Globalization Era.</li> </ul>

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
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1.	InternationalMarketing Management	SubhashJain	Latest	CBSPublishers& Distributors.
2.	InternationalMarketing:AnalysisandStrategy	SakOnkvisitandJohnShaw	Latest	PHI Learning PvtLtd
3.	InternationalMarketing	Cateora,GrahamandSalwan	Latest	Tata McGraw Hill
4.	GlobalMarketingManagement	KeeganWarrenJ.andGreenM.C.	Latest	PearsonEducation.
5.	InternationalMarketing	Rajgopal	Latest	VikasPublication

**Code: MBXE BX4113 Employee Relations & Labor Legislation 3 Credits [LTP:3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	To show awareness of important and critical issues in employee relations
<b>CO2</b>	To interpret and relate legislations governing employee relations.
<b>CO3</b>	To demonstrate an understanding of legislations relating to working environment.
<b>CO4</b>	To outline the role of government, society and trade union in er.
<b>CO5</b>	To discuss the relevant provisions of various labour legislations.

**A. OUTLINE OF THE COURSE**

<b>UnitNo.</b>	<b>Title of the unit</b>	<b>Time required for the Unit(Hours)</b>
1.	<b>Introduction</b>	5+2
2.	<b>Mechanism for harmonious ER</b>	6+2
3.	<b>Legislations governing Employee Relations</b>	6+2
4.	<b>Legislation governing Unions and wages</b>	6+2
5.	<b>Legislation governing working environment</b>	7+2

## B. DETAILED SYLLABUS

Unit	Unit Details
<b>1.</b>	<b>Introduction</b>
	<ul style="list-style-type: none"> <li>• Background of Employee Relations, Concept, definition, scope, objectives, factors, participants &amp; importance of ER,</li> <li>• Approaches to employee relations – The Dunlop’s approach, The Social Action Approach, The Human Relations Approach and The Gandhian Approach, Labour policies, role of ILO and its influence on legislation in India.</li> </ul>
<b>2.</b>	<b>Mechanism for harmonious ER</b>
	<ul style="list-style-type: none"> <li>• Collective bargaining - definition, meaning, nature, essential conditions, functions and importance, process and its implementation,</li> <li>• Workers participation in management &amp; Problem solving attitude,</li> <li>• Grievance, meaning and forms, sources, approaches, procedures, model grievance procedure and grievance handling committees.</li> </ul>
<b>3.</b>	<b>Legislations governing Employee Relations</b>
	<ul style="list-style-type: none"> <li>• The Industrial Disputes Act 1947 – Definition of industry, workmen and industrial dispute, authorities under the act, procedure, powers and duties of authorities, strikes and lockouts, layoff, retrenchment and closure,</li> <li>• The Contract Labour (Regulation and Abolition) Act 1970 – Advisory boards, registration of establishment, Licensing of Contractors, Welfare and health of contract labour, registers and other records to be maintained.</li> </ul>
<b>4.</b>	<b>Legislation governing Unions and wages</b>
	<ul style="list-style-type: none"> <li>• The Trade Union Act 1926- Formation and registration of Trade Unions, Principle privileges of a registered trade union, rights of recognized trade unions, types and structure of trade unions, impact of globalization on trade union movement,</li> <li>• Maharashtra Recognition of Trade Union and Prevention of Unfair Labor Practices Act 1971 – Unfair labor practices on the part of Employers and Employees, authorities and punishments under the act</li> <li>• Minimum Wages Act 1948 – Definition of wages, fixation and revision of minimum wages, advisory boards and committees, fixing hours for a normal working day, wages for worker who works for less than normal working day, maintenance of registers and records.</li> </ul>
<b>5.</b>	<b>Legislation governing working environment</b>

- The Factories Act 1948 – Definitions of factory, manufacturing process, worker, occupier; provisions under health, safety and welfare, working hours, annual leave with wages, prohibition of employment of young children
- Maharashtra Shops & Establishment (Regulation of Employment and Conditions of Service) Act, 2017 – Scope, Registration of establishments, opening and closing hours, hours of work, interval for rest, spread over, wages for overtime and weekly off, leave with pay and payment of wages and welfare provisions, offences and penalties,
- Maternity benefit Act, 1961 – Entire Act and latest amendment,
- The Sexual harassment of women at workplace(Prevention, prohibition and Redressal) Act, 2013 – Definitions of sexual harassment, employee, workplace, complaints committee, complaint mechanism, Aggrieved Woman, Chairperson; Constitution of Internal Complaints Committee, Complaint, Inquiry into complaint, duties of employer.

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Personnel Management	C B Mamoria	Latest	
2.	Dynamics of Personnel Administration	Rudrabaswaraj	Latest	
3.	Personnel Management	Edwin Flippo	Latest	
4.	Industrial and Labour Laws	S. P. Jain	Latest	
5.	Introduction of Labour and Industrial Laws	Avatar Singh	Latest	

**Code: MBXE4114 Performance Management System 3 Credits [LTP:3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	DESCRIBE the role of Performance management systems in an Organization.
<b>CO2</b>	ENUMERATE the emerging trends and practices in Performance Management.
<b>CO3</b>	ILLUSTRATE the different methods of Performance Management and Strategic Planning.
<b>CO4</b>	DEMONSTRATE the use of Performance Management Systems in Employee Development
<b>CO5</b>	OUTLINE the reward strategies of an organization

**D. OUTLINE OF THE COURSE**

<b>UnitNo.</b>	<b>Title of the unit</b>	<b>Time required for the Unit(Hours)</b>
1.	<b>Introduction to Performance Management</b>	5+1
2.	<b>Reviewing &amp; Managing Performance</b>	5+1
3.	<b>Performance Management and strategic planning</b>	6+1
4.	<b>Performance Management &amp; Employee Development</b>	8+1
5.	<b>Management of Rewards</b>	6+1

**E. DETAILED SYLLABUS**

<b>Unit</b>	<b>Unit Details</b>
<b>1.</b>	<b>Introduction to Performance Management</b>
	<ul style="list-style-type: none"> <li>Definition of Performance Management, Evolution of Performance Management, What a Performance Management System Should Do? Importance of Performance Management, Linkage of Performance Management to Other HR Processes</li> </ul>
<b>2.</b>	<b>Reviewing &amp; Managing Performance</b>
	<ul style="list-style-type: none"> <li>Performance Review Discussion, Using Performance Management Systems, Data for HR Decision and Performance Improvements, Performance Management Systems, Personal Development Plans</li> </ul>
<b>3.</b>	<b>Performance Management and strategic planning</b>

	<ul style="list-style-type: none"> <li>• Definition and Purposes of Strategic Planning, Process of Linking Performance Management to the Strategic Plan, Building Support Alternative models for Assessing Performance-Balance score Card</li> </ul>
<b>4.</b>	<b>Performance Management &amp; Employee Development</b>
	<ul style="list-style-type: none"> <li>• Personal Development Plans, Direct Supervisor' s Role, Performance Management Skills- Coaching, Coaching Styles, Coaching Process, Performance Review Meetings</li> </ul>
<b>5.</b>	<b>Management of Rewards</b>
	<ul style="list-style-type: none"> <li>• Traditional and Contingent Pay (CP) Plans, Reasons for Introducing CP, Putting Pay in Context, Pay Structures Reward Management, Components of Reward Management, Linkage of Performance Management to Reward, Ethics in Performance Management</li> </ul>

**F. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Management and Appraisal Systems	TVRao	Latest	
2.	Performance Management	Herman Aguinis	Latest	Pearson Education
3.	360 Degree Feedback and Assessment and Development Centres	T.V.Rao	Latest	Excel
4.	Performance management	Kandula	Latest	PHI
5.	Performance Management	Michael Armstrong	Latest	Kogan Page

**Code: BULECE4112**

**Indian Ethos & Business Ethics**

**3 Credits [LTP:3-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	To describe major theories, concepts, terms, models and framework of Indian ethos and business ethics. discover the contemporary issues in business ethics
<b>CO2</b>	To classify and recognize karma, karma yoga and discover its relevance in business setting, illustrate the business ethical decision rationale derived from Indian heritage scriptures.

<b>CO3</b>	To apply principles, theories, models and framework of Indian ethos and business ethics in order to incorporate value system in work culture and work place.
<b>CO4</b>	To implement, evaluate, and facilitate ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity.
<b>CO5</b>	To elaborate ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management.

**A. OUTLINE OF THE COURSE**

<b>UnitNo.</b>	<b>Title of the unit</b>	<b>Time required for the Unit(Hours)</b>
1.	<b>Indian Ethos and Values</b>	8+1
2.	<b>Indian Model of Management</b>	6+1
3.	<b>Business Ethics as Applied ethics</b>	12+1
4.	<b>Approaches to Business Ethics &amp; Ethical Decision Making</b>	6+1
5.	<b>Applications of Ethical Principles to Contemporary, Moral and Ethical problems/issues related to Business</b>	8+1

**B. DETAILED SYLLABUS**

<b>Unit</b>	<b>Unit Details</b>
<b>1.</b>	<b>Indian Ethos and Values</b>
	<ul style="list-style-type: none"> <li>• Its relevance at Workplace: Indian Ethos- Meaning, Features, Need, Evolution, Relevance, Principles Practiced by Indian Companies,</li> <li>• Requisites, Elements, Role of Indian Ethos in Managerial Practices,</li> <li>• Triguna Theory-OSHA Model.</li> <li>• Work Ethos meaning, dimensions of Work Ethos. Values - Concepts, Values in business,</li> <li>• Value system in work culture, and Values of Indian Managers, Relevance of Value Based Management in Global Change; Impact of values on Stakeholders; Trans-Cultural Human Values,</li> <li>• Ethics v/s Ethos,</li> <li>• Eastern Management v/s Western Management.</li> </ul>
<b>2.</b>	<b>Indian Model of Management</b>
	<ul style="list-style-type: none"> <li>• Concept of Indian Model of Management in the Indian socio-political environment,</li> <li>• Laws of Karma and its relevance in business settings,</li> <li>• Indian Heritage in Business-Management.</li> <li>• Production and Consumption: Management lessons from Indian heritage scriptures (like Mahabharata &amp; Ramayana),</li> <li>• Leadership Pointers from Kautilya's Arthashastra, VEDA Model of Leadership, Corporate Rishi Model, Theory K, WE theory ( West-East Theory)</li> </ul>
<b>3.</b>	<b>Business Ethics as Applied ethics</b>

	<ul style="list-style-type: none"> <li>• Meaning, Characteristics of Business Ethics,</li> <li>• Importance of Business Ethics (LongTerm growth, Cost reduction, Risk mitigation, Limited resources, etc.)</li> <li>• Types of Business Ethics (Transactional Ethics, Participatory Ethics, Recognition Ethics),</li> <li>• Factors influencing business ethics.</li> <li>• Categories of Ethics (Personal, Professional, Managerial)</li> <li>• Business Code of Conduct</li> <li>• Consequentialist &amp; Non- Consequentialist Theories of Ethics - Deontological Theory &amp; Teleological Theory,</li> <li>• Kohlberg Six stage moral development.</li> </ul>
<b>4.</b>	<b>Approaches to Business Ethics&amp; Ethical Decision Making</b>
	<ul style="list-style-type: none"> <li>• Framework of Ethical decision making,</li> <li>• Ethical dilemmas in different functional areas of Business (Finance, Marketing HRM and International Business),</li> <li>• Intellectual Property Rights and Business Ethics,</li> <li>• Ethical challenges for Managers,</li> <li>• Ethical Decision Making process, it's Model -STEP Model, PLUS Filter Model</li> </ul>
<b>5.</b>	<b>Applications of Ethical Principles to Contemporary, Moral and Ethical problems/issues related to Business</b>
	<ul style="list-style-type: none"> <li>• Contemporary cases on Corporate Strategy and Climate Change,</li> <li>• Corporate Strategy and Natural resource depletion,</li> <li>• Corporate Social Responsibility, transparency and accountability,</li> <li>• Social Media and E-Platforms.</li> <li>• Current ethical issues like Bank scams, Airlines etc.</li> </ul>

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Business Ethics (Concept, Application, Framework and Cultural Impact)	K. Aswathappa, J. Ushar Rani, Sunanda Gundavajhala	Latest	Himalaya Publications
2.	Indian Ethos of Management	Tushar Agarawal and Nidhi Chandorkar	Latest	Himalaya Publications
3.	Indian Ethos and Values for Managers	Khandelwal	Latest	Himalaya Publications
4.	Indian Ethos & Values In Management	Nandagopal RAjith Sankar	Latest	Tata McGraw Hill
5.	Ethics in Management and Indian Ethos	Biswanath Ghosh	Latest	Vikas Publication

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	To define the key terms and concepts in project management.
<b>CO2</b>	To explain the importance of project management methodologies and tools at the distinct stages in the project’s life cycle.
<b>CO3</b>	To illustrate the importance of pm in most industries and businesses.
<b>CO4</b>	To examine the importance of leadership specifically in heterogeneous and virtual teams as well as governance and approaches to conflict resolutions.
<b>CO5</b>	To design dashboard, status report and index for key performance indicators of project for the management.

**A. OUTLINE OF THE COURSE**

<b>UnitNo.</b>	<b>Title of the unit</b>	<b>Time required for the Unit(Hours)</b>
1.	<b>Overview of Project Management</b>	8
2.	<b>Project Planning</b>	8
3.	<b>Project Scheduling &amp; Risk Management</b>	8
4.	<b>Project Organization</b>	8
5.	<b>Project Evaluation</b>	8

**B.DETAILED SYLLABUS**

<b>Unit</b>	<b>Unit Details</b>
<b>1.</b>	<b>Overview of Project Management</b>
	<ul style="list-style-type: none"> <li>• Concept of Project, Attributes of a Project, Importance of Project Management, Project Management Process, Project Lifecycle,</li> <li>• Project Stakeholders, Project Management Structures, Choosing Appropriate Project Management Structure, Implications of Organizational Culture, and Main Causes of Project Failure.</li> <li>• Project Definition: Defining Scope, Establishing Priorities, Creating the Work Breakdown Structure (WBS), integrating the WBS with the organization, coding the WBS for information system, Project Roll Up, Process Breakdown Structure, Responsibility Matrices.</li> </ul>
<b>2.</b>	<b>Project Planning</b>



	<ul style="list-style-type: none"> <li>• Estimating Project Times and Costs: Factors Influencing Quality of Estimates, Estimation Guidelines for Time, Costs and resources,</li> <li>• Macro versus Micro Estimating, Methods for Estimating Project Times and Costs, Level of detail, Developing Budgets,</li> <li>• Types of Costs, Refining estimates and contingency funds.</li> <li>• Developing a Project Plan: Developing the Project Network, From Work Package to Network, Constructing a Project Network, Activity-on-Node Fundamentals, Network Computation process, Using the Forward and Backward pass information, Level of Detail for activities, Extended Network techniques.</li> </ul>
<b>3.</b>	<b>Project Scheduling &amp; Risk Management</b>
	<ul style="list-style-type: none"> <li>• Scheduling Resources and Reducing Project Duration: Types of Project Constraints, Classification of Scheduling Problem, Resource Allocation Methods, Splitting, Multitasking, Benefits of scheduling resources, Assigning Project work, Multi Project resource Schedules, Rationale for reducing project duration, Options for accelerating Project Completion</li> <li>• Concept and construction of a Project Cost– Duration Graph, Practical considerations.</li> <li>• Managing Risk: Risk Management process–Risk Identification, Risk Assessment, Risk Response Development, Contingency Planning, Risk Response Control, Change Control Management</li> </ul>
<b>4.</b>	<b>Project Organization</b>
	<ul style="list-style-type: none"> <li>• The Project Manager: Role and Responsibilities of the project Manager, Planning, Organizing, Controlling,</li> <li>• Skills of the Project Manager – Leadership Abilities, Coaching &amp; mentoring Abilities, Communication Skills, Interpersonal Skills, Ability to Handle Stress, Problem Solving Skills, Time Management Skills, Delegation, Management of Change.</li> <li>• Managing Project Teams: The five stage team development model, Situational factors affecting team development, Team effectiveness, Conflict in projects, Sources of Conflict, Handling Conflict.</li> <li>• Managing Virtual Project teams, Project team pitfalls.</li> </ul>
<b>5.</b>	<b>Project Evaluation</b>
	<ul style="list-style-type: none"> <li>• Progress and Performance Management and Evaluation: Structure of a Project Monitoring Information System, Project Control Process, Monitoring Time Performance,</li> <li>• Need for an Integrated Information System, Developing a dashboard, status report and index to monitor progress, Forecasting final project cost, Other control issues.</li> <li>• Project Audit and Closure: Project Audit, Project Audit Process, Project Closure, Team, Team member and Project Manager Evaluations.</li> </ul>

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
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1.	Project Management	Samuel Mantel, Jack Meredith, Scott Shafer, Margret Sutton and M.R.Gopalan	Latest	Wiley India
2.	Effective Project Management	Clements and Gido	Latest	Thomson – India Edition
3.	Project Management- The Managerial Process	Clifford Gray, Erik Larson and Gautam Desai	Latest	Tata McGraw Hill
4.	Projects, Planning, Analysis, Selection, Financing, Implementation and Review	Prasanna Chandra	Latest	Tata McGraw Hill
5.	Project management Institute, The Guide to the Project Management Body of Knowledge		Latest	PMIPublication

Code: BUACHU4212

Corporate Communication II

Credits: 1 [LTP: 0-0- 2]

**Course Outcomes:**

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

CO	Cognitive Abilities	Course Outcomes
CO-01	Understand/Apply	The learner will be able to apply the traits and techniques used to adopt corporate culture by practicing formal or corporate communication.
CO-02	Evaluate/Applying	The learner will be able to prepare and deliver a clear and fluent demonstrative, informative, and persuasive presentation and learn ethics to manage own self.
CO-03	Understand/ Create	The learner will be able to design creative presentation with the help of their team and build new strategies for self - motivation.
CO-04	Understand/ Evaluate	The learner will be able to formulate effective plans by evaluating provided cases to get productive solutions.
CO-05	Evaluate/Create	The learner will be able to interpret the assigned topics and situations from their perspectives and discuss them with relevant and suitable examples.

**A. OUTLINE OF THE COURSE**

<b>Unit No.</b>	<b>Title of the Unit</b>	<b>Time required for the Unit (Hours)</b>
<b>1</b>	<b>College to Corporate attitude</b>	<b>4</b>
<b>2</b>	<b>Presentations Skills II</b>	<b>4</b>
<b>3</b>	<b>Team Work and Motivation</b>	<b>6</b>
<b>4</b>	<b>Stress, Conflict and Time Management</b>	<b>6</b>
<b>5</b>	<b>Group Discussion</b>	<b>5</b>

Lab 1	Professional Ethics and Human Values
Lab 2	Identifying the missing elements and how to acquire them
Lab 3	Presentation on Startup idea
Lab 4	Presentation: Selling the USP of an organization/ raising funds etc.
Lab 5	Prepare your own Ted Talk
Lab 6	Fun Group Activity : Age/ Alphabetical/ Home town etc.
Lab 7	Fun Group Activity : Match the words with meaning and make story
Lab 8	Stress Management : Ted Talk
Lab 9	Conflict Management: Case Study
Lab 10	Time Management: Analyze the chart of one's own productive and unproductive work. How to revise it?
Lab 11	Topic Based Group Discussion
Lab 12	Video Based Group Discussion

**RECOMMENDED BOOKS**

<b>S.No</b>	<b>Books /Website links</b>
<b>1</b>	<b>Technical Communication: Principles &amp; Practice</b> Raman, Meenakshi
<b>2</b>	<b>Corporate Communication</b> by Pragyan Rath
<b>3</b>	<b>Fundamentals of Business Communication</b> by Kumkum Bhardwaj
<b>4</b>	<b>Communication strategies for corporate leaders</b> by Pragyan Rath and Apoorva Bhardwaj

5	Communication Models by Uma Narula
6	<a href="https://www.youtube.com/watch?v=MiRmyn-hDfU">https://www.youtube.com/watch?v=MiRmyn-hDfU</a>
7	<a href="https://www.youtube.com/watch?v=_yDGdtKes4U">https://www.youtube.com/watch?v=_yDGdtKes4U</a>
8	<a href="https://www.youtube.com/watch?v=UwRgVxFKDmU">https://www.youtube.com/watch?v=UwRgVxFKDmU</a>

**Code: BULCSE4101      Website Design & Development      2 Credits [LTP:2-0-0]**

**COURSE OUTCOMES:** After Successful completion of the course students will be able-

<b>CO1</b>	DEFINE the key concepts used in website designing and development
<b>CO2</b>	DEMONSTRATE the basics of website planning and Development.
<b>CO3</b>	CONSTRUCT an Individual website or Business website using Word Press or any other suitable website development platforms
<b>CO4</b>	CLASSIFY types of websites and their significance
<b>CO5</b>	ASSESS the performance of your website by taking a call to action.

**A. OUTLINE OF THE COURSE**

UnitNo.	Title of the unit	Time required for the Unit(Hours)
1.	Website Planning & Development :Types of Websites(Part1)	3+1
2.	Website Planning & Development, Keywords Selection Process (Part2)	3+1
3.	Understanding Domain Name and Web Hosting	3+1
4.	Building Websites Using WordPress / blog (This process can be also be taught on other platforms of website development	6+1
5.	Using WordPress Plug-ins	5+1

**B. DETAILED SYLLABUS**

Unit	Unit Details
1.	Website Planning & Development : Types of Websites (Part1)

	<ul style="list-style-type: none"> <li>Website-Definition, Types and understanding how it works.</li> <li>Types of the websites, Performance - based: Static, Dynamic, Mobile, and Responsivewebsite.PurposeBasedWebsites:Personal,Business,e-Commerce,Infowebistes.</li> <li>Phases of website development: Prerequisites, Defining the website objective, Understanding Target Audience, and Selection of Keywords. Number of Website Pages and Website Blueprint..</li> </ul>
<b>2.</b>	<b>Website Planning &amp; Development, Keywords Selection Process (Part2)</b>
	<ul style="list-style-type: none"> <li>Keywords: Definition, Significance, Types of keywords- Primary, Sub-Primary Keywords, Secondary&amp; Sub- Secondary Keywords.</li> <li>Sources of Keywords- Business, Customers, Competitors. Keyword Suggestion tools.</li> </ul>
<b>3.</b>	<b>Understanding Domain Name and Web Hosting</b>
	<ul style="list-style-type: none"> <li>Domain Name-Definition, Types&amp; Process of Buying.</li> <li>Choosing the right Domain name, Understanding and Registration.</li> <li>Definition of Web Hosting, Process and registering domain name with a hosting provider.</li> <li>Changing of Domain Name Servers</li> </ul>
<b>4.</b>	<b>Building Websites Using WordPress / blog (This process can be also be taught on other platforms of website development</b>
	<ul style="list-style-type: none"> <li>Creating a WordPress Site (Installing WordPress), Logging into the WordPress Admin &amp; General Site Settings, Enabling Writing Posts &amp; Formatting Texts, Publishing a Post(Making it Live)</li> <li>Adding read more link to a Post, Creating Links(Hyperlinks), Adding Image &amp; ManagingMediaLibrary,AddinganImageGallery,AddingVideo.Making&amp;PublishingPages,Menus, Installing Themes Customizing theme appearance, Changing the template Layout for a Page or a Post</li> </ul>
<b>5.</b>	<b>Using WordPress Plug-ins</b>
	<ul style="list-style-type: none"> <li>Understanding WordPress- Themes, Plug-ins, adding sliders, pages, Using Under construction mode website, making website effective by Inserts- Logo, Icon Box, Image &amp; text and Video elements.</li> <li>Creation of Contact forms. Linkages, Essential Add-ons, Making changes for responsive view Security Policy.</li> </ul>

**C. RECOMMENDED STUDY MATERIAL:**

Sr. No	Reference Book	Author	Edition	Publication
1.	Hour Word Press 2020	Dr.Andy Williams	Latest	
2.	Absolute Beginners Guide To Building Word Press Sites: A Visual Step By Step Guide To LearnWord Press Web design	Emmanuel Arom	Latest	

3.	Word Press For Beginners: A Visual Guide to Building Your Word Press Site	NathanGeorge	Latest	
4.	WordPress for Dummies	LisaSbin Wilson	9 <sup>th</sup> ed.	