ROHINI COLLEGE OF ENGINEERING AND TECHNOLOGY

(AUTONOMOUS)

(Anjugramam-Kanyakumari Main Road, Palkulam,Variyoor P.O.-629 401, K.K.Dist.)

Approved by AICTE, New Delhi and Affiliated to Anna University, Chennai

Accredited with A+ Grade by NAAC

Department of Management Studies

(MBA)

Curriculum & Syllabus

(*2024-2025 Admitted Students Onwards*)

Proceedings of the 1st Academic Council [29.06.2024]

Vision Statement of RCET

To be an academic institute of continuous excellence towards education and research in rural regime and provide service to nation in terms of nurturing potentially higher social, ethical and engineering companion graduands.

Mission Statement of   RCET

To foster and promote technically competent graduands by imparting the state of art Engineering education in rural regime.

To enunciate research assisted scientific learning by dissemination of knowledge towards science, agriculture, industry and national security.

Vision of the Department

To be a nurturing milieu for Learning, disseminating, managerial knowledge (in rural regime) and to secure nation by providing socially and ethically prudent management graduates.

Mission of the Department

To foster career-oriented socially and ethically sensible innovative, management graduates with the aid of methodologies to equip student's professional life skills

To engage in research stimulating management intelligence in graduates thereby promoting socio economic & cultural development of the Nation.

PROGRAMME EDUCATIONAL OBJECTIVES (PEOs)

1. To have a thorough understanding of the core aspects of the business

2. To provide the learners with the management tools to identify, analyze & create business opportunities as well as solves business problems.

3. To prepare them to have a holistic approach towards management functions.

4. To inspire and make them practice ethical standards in business.

PROGRAMME OUTCOMES (POs)

On successful completion of the programme,

1. Apply knowledge of management theories and practices to solve business problems

2. Foster analytical and critical thinking abilities for data-based decision making

3. Ability to develop value-based leadership ability

4. Ability to understand, analyze and communicate global, economic, legal and ethical aspects of business.

5. Ability to lead themselves and others in the achievement of organizational goals, contributing effectively to a team environment

6. Ability to develop entrepreneurial thinking and business acumen

7. Ability to foster research skills and their applications in the respective domain.

MASTER OF BUSINESS ADMINISTRATION

REGULATIONS-2024

CHOICE BASED CREDIT SYSTEMS

CURRICULUM FOR I-IV SEMESTER

SEMESTER - I

Sl.No.	Course Code	Course Title	Category	L	T	P	C
1	24MG101	Data Analysis For Managers	PCC	3	0	2	4
2	24MG102	Organizational Behaviour	PCC	3	0	0	3
3	24MG103	Economics for Managers	PCC	3	0	0	3
4	24MG104	Legal Aspects of Business	PCC	3	0	0	3
5	24MG105	Accounting for Decision Making	PCC	3	0	0	3
6	24MG106	Marketing Management	PCC	3	0	0	3
7	24MG107	Operations Management	PCC	3	0	0	3
8	24MG131	Managerial Skill Development –I	EEC	0	0	4	2
9	24MG151	Organization Structure Training	EEC	0	0	4	2
10	24MG152	Business Ethics (Seminar)	EEC	0	0	2	1
TOTAL				21	0	12	27

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MASTER OF BUSINESS ADMINISTRATION

REGULATIONS-2024

CHOICE BASED CREDIT SYSTEMS

CURRICULUM FOR I-IV SEMESTER

SEMESTER - II

Sl.No.	Course Code	Course Title	Category	L	T	P	C
1	24MG201	Innovation and entrepreneurship	PCC	3	0	2	4
2	24MG202	Business Models for Digital Economy	PCC	3	0	0	3
3	24MG203	People Management	PCC	3	0	0	3
4	24MG204	Financial Management	PCC	3	0	0	3
5	24MG205	Navigating Business Research Methods	PCC	3	0	0	3
6	24MG206	Optimization techniques	PCC	3	0	2	4
7	24MG207	Introduction to AI & ML	PCC	3	0	0	3
8	24MG208	Total Quality Management	PCC	3	0	0	3
9	24MG231	Managerial Skill Development – II	SEC	0	0	4	2
10	24MG232	Business Lab	EEC	0	0	2	1
		TOTAL		24	0	10	29

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REGULATIONS-2024

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CURRICULUM FOR I-IV SEMESTER

SEMESTER - III

Sl.No.	Course Code	Course Title	Category	L	T	P	C
1	24MG301	Strategic Management	PCC	3	0	0	3
2	24MG302	International Business	PCC	3	0	0	3
3		Professional Elective I	PEC	3	0	0	3
4		Professional Elective II	PEC	3	0	0	3
5		Professional Elective III	PEC	3	0	0	3
6		Professional Elective IV	PEC	3	0	0	3
7		Professional Elective V	PEC	3	0	0	3
8		Professional Elective VI	PEC	3	0	0	3
9	24MG351	Innovation Management Lab	EEC	0	0	4	2
10	24MG352	Summer Internship	EEC	0	0	2	2
TOTAL				24	0	6	27

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REGULATIONS-2024
CHOICE BASED CREDIT SYSTEMS
CURRICULUM FOR I-IV SEMESTER
SEMESTER - IV

Sl.No.	Course Code	Course Title	Category	L	T	P	C
1	24MG451	Project Work	EEC	0	0	24	12
TOTAL				0	0	24	12

Course Code:	24MG101	Course Title:	Data Analysis For Managers
Credits:	4	L – T – P	3 – 0 – 2

Course objectives:

The syllabus is designed to provide the basic tools of statistical techniques mainly for the purpose of hypothesize the engineering problems and obtaining solutions.

- To learn the applications of statistics in business decision making.
- To understand the concepts and applications of analysis of variance in business, to interpret samples and obtain the inferences by using the testing of hypothesis methods.
- To apply non–parameter test in business decision making to analyze the interpolation techniques, correlation and regression in business applications.

Teaching-Learning Process:

These are sample strategies which teachers can use to accelerate the attainment of the various course outcomes.

- Lecture method does not mean only traditional method, but different type of teaching methods may be adopted to develop the outcomes.

- Adopt Problem Based Learning (PBL), which fosters students' Analytical skills, develop thinking skills such as the ability to evaluate, generalize, and analyze information rather than simply recall it.

- Topics will be introduced in a multiple representation and encourage the students to come up with their own creative ways to solve them.

- Discuss how every concept can be applied to the real world and when that's possible, it helps to improve the students' understanding.

UNIT I – STATISTICS, PROBABILITY AND RANDOM VARIABLE	9+3

Statistics: Definition, Uses and limitation - Descriptive Measures: Central Tendency -Mean, Median and Mode - Measure of Dispersion: Range, inter-quartile deviation, quartile deviation, Mean deviation, standard deviation and Co-efficient of variation - Probability: Basic definitions and rules, Conditional Probability - Probability Distributions: Binomial, Poisson and Normal (simple problems).

Applications: Baye's Theorem, Statistical distributions using R software

Practical exercise:

Central tendency and Measures of dispersion using SPSS

UNIT II – Sampling Distribution and Estimation	9+3

Introduction to sampling distributions - sampling distribution of mean and proportion - central limit theorem - sampling techniques - Estimation: Point and Interval estimates for population parameters of large sample and small samples - determining the sample size.

Applications: Cluster Sampling

UNIT III – TESTING OF HYPOTHESIS –PARAMETRIC TESTS	9+3

Hypothesis testing - one sample and two sample tests for means and proportions of large samples (z-test) - one sample and two sample tests for means of small samples (t-test) - Two sample tests for variance (F-test)

Applications: ANOVA: one and two way

Practical exercise:

1. One Sample t-Test
2. Independent Sample t-Test
3. One way ANOVA

UNIT IV – TESTING OF HYPOTHESIS – NON PARAMETRIC TESTS	9+3

Chi-square tests for independence of attributes and goodness of fit - Sign test for paired data - Rank sum test : Mann – Whitney U test and Kruskal Wallis test - One sample run test

Applications: Kolmogorov-Smirnov – test for goodness of fit.

Practical exercise:

1. Mann –Whitney Test (Two Independent Test)
2. Kruskal Wallis (K – Independent Sample Test)

UNIT V – CORRELATION, REGRESSION AND TIME SERIES	9+3

Correlation: scatter diagram, Types of correlation - coefficient of correlation - - Regression – Estimation of Regression line – Relationship between Regression and Correlation - Time Series: Components, models of time series - Trend analysis - moving averages.

Applications: Spearman Rank correlation, Method of Least Squares.

Practical exercise:

1. Correlation Analysis
2. Regression Analysis

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Apply the probability distributions in business decision making.	K3
CO2	Use the sampling techniques to analyze the management decisions	K3
CO3	Apply the concept of testing of hypothesis for small and large samples in Real life Problems	K3
CO4	Apply non-parametric test to draw meaningful conclusions.	K3
CO5	Use simple Correlation and Regression models to analyze the underlying relationships between the variables through hypothesis testing.	K3

COs and POs Mapping:

COs	Pos						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	1	2	1	2	1	-	1
CO2	3	2	1	-	1	1	-
CO3	3	3	2	1	-	1	2
CO4	2	3	2	-	1	1	-
CO5	1	3	2	1	1	-	1

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE) - Theory	CIE – I	100	50	100	25
	CIE – II	100			
	MCQ	20	10		
	Skill Assessment – I	40	40		
	Skill Assessment – II	40			
Continuous Internal Examination (CIE) - Laboratory	Continuous Assessment	75	75	100	25
	Model Lab Exam	25	25		
End Semester	Theory Exam	100	35	50	50

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Examination (ESE)	Lab Exam	100	15		
Total					100

Skill Assessment Components: Individual Assignment / Worksheet / Case Study /

Mini Project

End semester Examination: (QP PATTERN)

- Each unit consists of two 2 marks questions and five (either or) 13 marks question as one from each Unit
- All the thirteen-mark questions have to be answered.

- One either or questions as Case analysis.

Text Books:

1.   Hansa Lysander Manohar, "Data Analysis and Business Modeling using Microsoft Excel" PHI, 2017Grewal.B.S., "Higher Engineering Mathematics", Khanna Publishers, New Delhi, 44th Edition, 2018.

2.   Richard I. Levin, David S. Rubin, Sanjay Rastogi Masood Husain Siddiqu, Statistics for Management, Pearson Education, 7th Edition, 2016.

Reference Books:

1.   Aczel A.D. and Sounderpandian J., "Complete Business Statistics", 6th edition, Tata McGraw Hill Publishing Company Ltd., New Delhi, 2012.

2.   Bali. N., Goyal. M. and Watkins. C., "Advanced Engineering Mathematics", Firewall Media (An imprint of Lakshmi Publications Pvt., Ltd.,), New Delhi, 7th Edition, 2009.

3.   Anderson D.R., Sweeney D.J. and Williams T.A., Statistics for business and economics, 11th edition, Thomson (South – Western) Asia, Singapore, 2012.

4.   N. D. Vohra, Business Statistics, Tata McGraw Hill, 2012.

5.   Ken Black, Applied Business Statistics, 7th Edition, Wiley India Edition, 2012.

6.   David M. Levine et al, "Statistics for Managers using MS Excel",6th Edition, Pearson, 2010.

Web Links and Video Lectures (E-Resources):

1. Sampling Distributions:
   https://www.nptelvideos.com/lecture.php?id=14612

2. Parametric Methods:
   https://www.nptelvideos.com/lecture.php?id=14613

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3. Non parametric Methods:
   https://www.nptelvideos.com/lecture.php?id=14632

Equivalent NPTEL / SWAYAM Courses:

S.No.	Course Title	Course Instructor	Host Institute
1	Non-Parametric Statistical Inference	Prof. Niladri Chatterjee	IIT Delhi
2	Regression Analysis	Prof. Soumen Maity	IIT Madras
3	Descriptive Statistics with R Software	Prof. Prashant Jha Prof. Shalabh	IIT Kanpur

Course Code:	24MG102	Course Title:	Organizational Behavior
Credits:	3	L – T – P	3-0-0

Course objectives:

To impart knowledge on the
- Basic concepts of management in order to aid in understanding how an organization functions, and in understanding the complexity and wide variety of issues managers face in today's business firms.
- Fundamentals of managing business and to understand individual and group behavior at work place so as to improve the effectiveness of an organization. The course will use and focus on Indian experiences, approaches and cases.

Teaching-Learning Process:

Suggested strategies that teachers may use to effectively achieve the course outcomes:

1. Interactive Simulations
2. Lab experiment videos
3. Blended Mode of Learning
4. Project based Learning
5. Experiential Learning
6. NPTEL and Other Videos
7. Smart Class Room
8. Flipped Class

UNIT I – NATURE AND THEORIES OF MANAGEMENT	9

Evolution of management Thought-Classical, Behavioral and Management Science Approaches Management- meaning, levels, management as an art or science, Managerial functions and Roles, Evolution of Management Theory- Classical era- Contribution of F.W.Taylor, Henri Fayol, NeoClassical-Mayo & Hawthorne Experiments. • Modern era – system & contingency approach Managerial Skills

UNIT II – PLANNING AND ORGANISING	9

Planning - Steps in Planning Process - Scope and Limitations - Forecasting and types of Planning - Characteristics of a sound Plan - Management by Objectives (MBO) - Policies and Strategies – Scope and Formulation - Decision Making - Types, Techniques and Processes. Organising - Authority and Responsibility Relationships - Delegation of Authority and Decentralization - Interdepartmental Coordination - Mechanistic Vs Adoptive Structures - Formal and Informal Organization. Control: meaning, function, Process and types of Control, Techniques of Controlling-Traditional, Modern.

UNIT III – INDIVIDUAL BEHAVIOUR	9

Meaning of Organizational behavior, contributing disciplines, importance of organizational behavior, Perception and Learning - Personality and Individual Differences - Motivation theories and Job Performance - Values, Attitudes and Beliefs - Communication Types-Process - Barriers – Making Communication Effective.

UNIT IV – GROUP BEHAVIOUR	9

Groups and Teams: Definition, Difference between groups and teams, Stages of Group Development, Group Cohesiveness, Types of teams, Group Dynamics - Leadership - Styles - Approaches – Power and Politics - Organizational Climate and Culture, Conflict: concept, sources, Types, Stages of conflict,

Management of conflict Organizational Change and Development- Emerging Aspects of Organizational Behavior

UNIT V – ORGANISATIONAL STRUCTURE AND DESIGN	9

Fundamentals - Importance and Elements, forms, structure, processes, and systems- Major Components and Best Organizational Design, models and Frameworks-Types of Organizational Design-Traditional Organizational Structures, Contemporary Organizational Structures-Organizational Design Principles- Organizational Change and Adaptation- Technology and Organizational Design, its impact

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	**Outline** the knowledge about various management concepts and skills required in the business world.	K2
CO2	**Summarize** the knowledge about various functions of management in a real time management context.	K2
CO3	**Identify** the complexities associated with management of individual behavior in the organizations	K3
CO4	**Develop** the skillset to have manage group behavior in Organizations.	K3
CO5	Critically assess and **compare** organizational design related choices in various types of organizations to gain competitive advantage	K4

COs and POs Mapping:

CO	POs						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	1	-	-	-	-
CO2	2	1	2	1	1	-	1
CO3	-	1	2	1	-	2	-
CO4	-	1	2	2	1	2	1
CO5	2	1	-	1	1	-	-

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
	CIE – I	100			

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Continuous Internal Examination (CIE) – Theory	CIE – II	100	50	100	40
	MCQ	20	10		
	Skill Assessment – I	40	40		
	Skill Assessment - II	40			
End Semester Examination (ESE)	Theory Exam	100	60	60	60
Total					100

End semester Examination: (QP PATTERN)

- Each unit consists of two 2 marks questions and five (either or) 13 marks question as one from each unit
- All the thirteen-mark questions have to be answered.
- One either or questions as Case analysis.

Text Books:

1. Harold Koontz and Heinz Weihrich, Essentials of Management: An International, Innovation, And Leadership Perspective, 10th edition, Tata McGraw-Hill Education, 2015.

2. Stephen P. Robbins, Timothy A.Judge, Organisational Behavior, PHI Learning / Pearson Education, 16th edition, 2014.

Reference Books:

1. Andrew J. Dubrin, Essentials of Management, Thomson Southwestern, 10th edition, 2016.

2. Samuel C. Certo and S.Trevis Certo, Modern Management: Concepts and Skills, Pearson education, 15th edition, 2018.

3. Charles W.L Hill and Steven L McShane, „Principles of Management, McGraw Hill Education, Special Indian Edition, 2017.

4. Fred Luthans, Organisational Behavior, McGraw Hill, 12th Edition, 2013.

5. Don Hellriegel, Susan E. Jackson and John W,Jr Slocum, Management: A competency-Based Approach, Thompson South Western,11th edition, 2008.

6. Heinz Weihrich, Mark V Cannice and Harold Koontz, Management- A global entrepreneurial perspective, Tata McGraw Hill, 12th edition, 2008.

7. McShane, Mary V. Glinow, Organizational Behavior, 8th Edition, Tata Mc Graw Hill, 2017.

8. Nelson, Quick, Khandelwal. ORGB – An innovative approach to learning and teaching. Cengage learning. 2nd edition. 2012

9. Robert Konopaske, John M Ivancevich, Michael T Matteson, Oranizational Behavior and

Management, 11th edition, Tata McGraw Hill, 2017.

10. Udai Pareek, Understanding Organisational Behavior, 3rd Edition, Oxford Higher Education, 2011.

11. Jerald Greenberg, Behavior in Organizations, PHI Learning. 10th edition. 2011.

Web Links and Video Lectures (E-Resources):

1. Organizational Behavior - https://onlinecourses.nptel.ac.in/noc20_mg51/preview
2. Management Concepts - https://archive.nptel.ac.in/courses/110/106/110106145/
3. Organizational Design - https://onlinecourses.nptel.ac.in/noc23_mg57/preview

Suggested Skill Activities:

1. **Trust-Building Exercises**: Engage in activities such as trust falls, the human knot, or escape room challenges to foster trust and improve teamwork.

2. **Role-Playing Scenarios**: Create scenarios where participants must resolve conflicts in the workplace, such as disputes between colleagues or handling a difficult customer.

3. **Leadership Simulation Games**: Use simulation games where participants take on leadership roles and must navigate complex situations and make strategic decisions.

4. **Active Listening Workshops**: Conduct workshops that include exercises like paraphrasing, summarizing, and reflecting to practice active listening.

5. **Designing Motivational Programs**: Have participants design and present programs or initiatives aimed at improving employee motivation and engagement within an organization.

6. **Decision-Making Workshops**: Conduct workshops that include decision-making exercises, such as scenario analysis, pros and cons lists, and group decision-making tasks.

7. **Cross-Cultural Communication Exercises**: Engage in activities that simulate cross-cultural interactions, such as role-playing different cultural scenarios or discussing case studies.

Course Code:	24MG103	Course Title:	Economics For Mangers
Credits:	3	L – T – P	3-0-0

Course objectives:

To impart knowledge on the

- Explore the concept of scarcity and its impact on economic choices
- Analyze market dynamics and their effects on societal goals and objectives.
- Utilize economic models to analyze market structures and their efficiency
- Assess the impact of fiscal policy on macroeconomic equilibrium and stability.
- Demonstrate the relationship between monetary policy and economic performance

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Teaching-Learning Process:

Suggested strategies that teachers may use to effectively achieve the course outcomes:

1. Interactive Simulations
2. Blended Mode of Learning
3. Experiential Learning
4. NPTEL and Other Videos
5. Smart Class Room
6. Flipped Class

UNIT I – INTRODUCTION	9
The themes of economics – scarcity and efficiency – Goals and Objective of macro Economics – society'scapability – Tools of Macro Economics policy – Key Concept of Macro Economics – economic growth & stability – Micro economies and Macro economies – GDP and NDP its important – Two sector model -Three Sector Model - four sector Model.	

UNIT II – CONSUMER AND PRODUCER BEHAVIOR	9
Market – Demand and Supply – Determinants – Market equilibrium – elasticity of demand and supply –consumer behavior – consumer equilibrium – Approaches to consumer behavior – Production – Short-run and long-run Production Function – Returns to scale – economies Vs diseconomies of scale - – Analysis of cost – Short-run and long-run cost function – Relation between Production and cost function. (Case Study on cost analysis in decision making for firm –relation to price & production strategies live event.) – Coupling.	

UNIT III – PRODUCT AND FACTOR MARKET	9
Product market – perfect and imperfect market – different market structures – Firm's equilibrium and supply – Market efficiency – Economic costs of imperfect competition – factor market – Land, Labour and capital – Demand and supply – determination of factor price – Interaction of product and factor market – General equilibrium and efficiency of competitive markets. (Case study How have recent innovations, such as electric vehicles and autonomous driving technology, reshaped the competitive landscape in the automotive industry)	

UNIT IV – PERFORMANCE OF AN ECONOMY – MACRO ECONOMICS	9
Macro-economic aggregates – circular flow of macroeconomic activity – National income determination– Aggregate demand and supply – Macroeconomic equilibrium –Components of aggregate demand and national income – multiplier effect – Demand side management – Fiscal policy in theory. (case study Analyze the circular flow of macroeconomic activity in the context of the pandemic's impact on production, consumption, and investment)	

UNIT V – AGGREGATE SUPPLY AND THE ROLE OF MONEY	9

Short-run and Long-run supply curve – Unemployment and its impact – Okun's law – Inflation and theimpact – reasons for inflation – Demand Vs Supply factors –Inflation Vs Unemployment tradeoff – Phillips curve –short- run and long-run –Supply side Policy and management- Money market- Demandand supply of money – money-market equilibrium and national income – the role of monetary policy.

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Apply the managerial skills and competencies necessary to make company decisions grounded in fundamental microeconomic principles.	K3
CO2	Apply Problem solving ability to improve the Performance of individual firm by analyzing the microeconomic environment of the firm	K3
CO3	Examine the differences in interactions between the product and factor markets.	K4
CO4	Analyze the economic stability using demand side management strategies & fiscal policy tool	K4
CO5	Interpret economic dynamics, including aggregate supply, unemployment, inflation, and monetary policy, through the lens of real-world case studies.	K3

COs and POs Mapping:

Cos	Pos						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	2	1	-	1	-	-
CO2	2	3	2	-	-	-	1
CO3	3	1	2	1	1	2	-
CO4	3	3	1	2	1	1	-
CO5	2	2	-	1	-	1	1

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

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Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE) – Theory	CIE – I	100	50	100	40
	CIE – II	100			
	MCQ	20	10		
	Skill Assessment - I	40	40		
	Skill Assessment - II	40			
End Semester Examination (ESE)	Theory Exam	100	60	60	60
Total					100

End semester Examination: (QP PATTERN)

● Each unit consists of two 2 marks questions and five (either or) 13 marks question as one from each unit.

● All the thirteen-mark questions have to be answered.

● One either or questions as Case analysis.

Text Books:

1. Varshney & Maheswari: *Managerial Economics*, Sultan Chand, 2009. 2. S.A. Siddiqui & A.S. Siddiqui

2. S.A. Siddiqui & A.S. Siddiqui, Managerial Economics and Financial Analysis, New Age international Publishers, Hyderabad 2013

Reference Books:

1. Paul A. Samuelson, William D. Nordhaus, Sudip Chaudhuri and Anindya Sen, Economics,19th edition, Tata McGraw Hill, New Delhi, 2011

2. William Boyes and Michael Melvin, Textbook of economics, Biztantra, 7 th edition 2008.

3. N. Gregory Mankiw, Principles of Economics, 8 th edition, Thomson learning, New Delhi,2017.

4. Richard Lipsey and Alec Chrystal, Economics, 13th edition, Oxford,

University Press,New Delhi, 2015.

5. Karl E. Case and Ray C. Fair, Principles of Economics, 12th edition, Pearson, EducationAsia, New Delhi, 2017.

6. Panneerselvam. R, Engineering Economics, 2 nd Edition, PHI Learning, 2014

Web Links and Video Lectures (E-Resources):

1. https://youtu.be/vLPpF0hunwc

2. https://youtu.be/6fNcnW-nGUk

Activity-Based Learning /Practical-Based Learning:

1. http://nptel.ac.in

2. https://swayam.gov.in

Suggested Skill Activities:

1. Experiment on Decision Making (Conduct experiments where students make choices under different conditions (e.g., risk, uncertainty, limited information)

2. Designing Nudges (Present designs and explain the psychological principles behind them

3. Cap-and-Trade Simulation (Trade permits to meet emission targets, balancing economic and environmental goals)

4. Analyse the economic impact of pollution (Students research a specific type of pollution and calculate its economic cost (e.g., healthcare costs, lost productivity).)

Course Code:	24MG104	Course Title:	Legal Aspects of Business
Credits:	3	L – T – P	3-0-0

Course objectives:

- The objective of this course is to familiarize the students with various laws that will help them to refine their understanding of how law affects the different aspects of business.

- Develop insights regarding the laws related to business environment

- To enable students to understand the provisions in Consumer Protection Act and Cyber laws.

Teaching-Learning Process:

Suggested strategies that teachers may use to effectively achieve the course outcomes:

1. Blended Mode of Learning
2. Experiential Learning
3. NPTEL and Other Videos
4. Smart Class Room
5. Flipped Class

UNIT I –COMMERCIAL LAW	9

The Indian Contract Act 1872: Definition of contract, essentials elements and types of contract, Formation of a contract, performance – Discharge – Breach of contract and its remedies, – Contract of Agency: Nature of agency, Creation and types of agents, Authority and liability of Agent and principal: Rights and duties of principal and agents, termination of agency.

UNIT II – THE SALE OF GOODS ACT 1930	9

The sale of goods act 1930: Nature of Sales contract, Classification of goods, Sale and agreement to sell, Conditions and Warranties, performance of sales contracts, Rights of an unpaid seller – An overview of Negotiable Instruments Act 1881, Introduction to GST & laws relating to GST

UNIT III –COMPANY LAW	9

The Company Act 1956: Major principles – Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Amendments of Companies Act 2013 – Competition Act 2002.

UNIT IV – INDUSTRIAL LAW	9

An Overview of Factories Act, provisions regarding the health, safety and welfare of the workers – Payment of Wages Act – Payment of Bonus Act – Industrial Disputes Act.

UNIT V – CONSUMER PROTECTION ACT AND INTRODUCTION OF CYBER LAWS	9

Consumer Protection Act – Consumer rights, Procedures for Consumer grievances redressal, Types of consumer redressal Machineries and Forums – Cybercrimes, Cyber Laws, IT Act 2000 and 2002, Introduction of IPR – Copy rights, Trade marks, Patent Act, Right to Information Act 2005

Course outcomes:

On completion of the course, the student will have the ability to:

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CO1	Apply the essential elements of a valid contract to develop a legally enforceable business contract.	K3
CO2	Explain the sale and purchase of goods, contractual obligations and provide remedies for breach of contract.	K2
CO3	Analyze the different case laws by identifying the statutes and regulations of Companies act.	K4
CO4	Demonstrate the provisions relating to health, safety and welfare of the workers to comprehend the industrial law.	K2
CO5	Examine the importance of consumer protection law and its implementation through consumer dispute redressal commission.	K4

COs and POs Mapping:

CO	Pos						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	-	1	2	1	2
CO2	1	-	2	-	-	-	-
CO3	2	1	3	2	-	-	1
CO4	1	-	1	-	1	-	-
CO5	1	3	1	1	-	2	1

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks

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Continuous Internal Examination (CIE)	CIE – I	100	50		100	40
	CIE – II	100				
	MCQ	20	10			
	Skill Assessment - I	40	40			
	Skill Assessment - II	40				
End Semester Examination (ESE)	Theory Exam	100	60	60	60	
Total						100

End semester Examination: (QP PATTERN)

● Each unit consists of two 2 marks questions and five (either or) 13 marks questions each from one unit.

● All the fifteen questions have to be answered.

● One either or question as case analysis.

Reference Books:

1. N. D. Kapoor, Elements of Mercantile Law, Sultan Chand and Company, India, 2017.

2. P. K. Goel, Business Law for Managers, Biztantatara Publishers, India, 2017.

3. Akhileshwar Pathak, Legal Aspects of Business, Tata McGraw Hill,, 6th Edition 2018.

4. Ravinder Kumar, Legal Aspects of Business, New Delhi: Cengage Learning, 4 th edition, 2016.

5 Sinha P.K, Dr. Vinod Singhania, Text Book of Indirect Tax, Taxman Publication, New Delhi

6. Taxmann, GST Manual with GST Law Guide & Digest of Landmark Rulings, 11th Edition, 2019

7. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2015.

8. Dr. Vinod K. Singhania, Direct Taxes Planning and Management, 11 th, 2007.

9. Richard Stim, Intellectual Property- Copy Rights, Trade Marks, and Patents, Cengage Learning,15 th edition 2017.

10. Daniel Albuquerque, Legal Aspect of Business, Oxford,2 nd edition, 2017

Web Links and Video Lectures (E-Resources):

1. https://onlinecourses.swayam2.ac.in/cec21_mg02/preview

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2. https://onlinecourses.nptel.ac.in/noc22_mg52/preview

3. https://archive.nptel.ac.in/courses/110/105/110105159/

Suggested Skill Activities:

1. **Contract Drafting and Review Workshops**: Participants draft and review contracts, focusing on key elements such as terms, conditions, and clauses.

2. **Compliance Audits**: Conduct mock compliance audits where participants review company policies and practices to ensure they align with relevant laws and regulations.

3. **Leadership Simulation Games**: Use simulation games where participants take on leadership roles and must navigate complex situations and make strategic decisions.

4. **IP Case Studies**: Analyze real-world cases involving intellectual property disputes, including trademarks, patents, and copyrights.

5. **Designing Motivational Programs**: Have participants design and present programs or initiatives aimed at improving employee motivation and engagement within an organization.

6. **Employment Law Role-Playing**: Simulate scenarios involving employment law issues such as wrongful termination, discrimination, and harassment.

7. **Cross-Cultural Communication Exercises**: Engage in activities that simulate cross-cultural interactions, such as role-playing different cultural scenarios or discussing case studies.

8. Facilitate discussions on ethical dilemmas in business, encouraging participants to explore the legal and ethical implications of different decisions.

Course Code:	24MG105	Course Title:	Accounting For Decision Making
Credits:	3	L – T – P	3-0-0

Course objectives:

To impart knowledge on the

- Acquire a reasonable knowledge in accounts analysis and evaluate financial statements

Teaching-Learning Process:

Suggested strategies that teachers may use to effectively achieve the course outcomes:

- White board and pen

- Interactive Simulations
- Blended Mode of Learning
- Project based Learning
- Experiential Learning
- NPTEL and Other Videos
- Smart Class Room
- Flipped Class

UNIT I – FINANCIAL ACCOUNTING	9
Introduction to Financial, Cost and Management Accounting — Generally accepted accounting principles– Double Entry System — Preparation of Journal, Ledger and Trial Balance Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet - Reading the financial statements	

UNIT II – ANALYSIS OF FINANCIAL STATEMENTS	9
Financial ratio analysis, Interpretation of ratio for financial decisions- DuPont Ratios — Comparative statements - common size statements. Cash flow (as per Accounting Standard 3) and Funds flow statement analysis — Trend Analysis.	

UNIT III – COST ACCOUNTING	9
Cost Accounts — Classification of costs — Job cost sheet — Job order costing — Process costing — (excluding Interdepartmental Transfers and equivalent production) – Joint and By Product Costing – Activity Based Costing, Target Costing.	

UNIT IV – MARGINAL COSTING	9
Marginal Costing and profit planning — Cost, Volume, Profit Analysis — Break Even Analysis — Decision making problems -Make or Buy decisions -Determination of sales mix - Exploring new markets - Add or drop products -Expand or contract.	
UNIT V – BUDGETING AND VARIANCE ANALYSIS	**9**
Budgetary Control – Sales, Production, Cash flow, fixed and flexible budget – Standard costing and Variance Analysis – (excluding overhead costing) -Accounting standards and accounting disclosure practices in India.	

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Apply the financial accounting principles and practices, including GAAP, the double-entry system, preparation of final accounts, and interpretation of financial statements, through real-world case studies.	K3
CO2	Examining skills in financial statement analysis through ratio interpretation, including DuPont Ratios, comparative and common size statements, along with cash flow and funds flow statement analysis, utilizing trend analysis techniques for live event	K3
CO3	Analyze and categorize costs, evaluate job cost sheets, apply job order and process costing, assess joint and by-product costing, implement activity-based costing, and apply target costing techniques for effective cost management and decision-making	K4
CO4	Analyze marginal costing, CVP analysis, break-even analysis, and decision-making problems to optimize profit planning and strategic decisions."	K4
CO5	Apply budgetary control, prepare various budgets, perform standard costing and variance analysis, and implement Indian accounting standards for effective financial management."	K3

COs and POs Mapping:

COs	POs						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**
CO1	2	1	2	-	1	-	2
CO2	3	3	2	-	-	-	-
CO3	2	2	2	1	1	1	-

CO4	3	3	2	1	1	1	1
CO5	2	2	-	1	-	1	1

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE)	CIE – I	100	50	100	40
	CIE – II	100			
	MCQ	20	10		
	Skill Assessment - I	40	40		
	Skill Assessment - II	40			
End Semester Examination (ESE)	Theory Exam	100	60	60	60
Total					100

End semester Examination: (QP PATTERN)

● Each unit consists of two 2 marks questions and one 16 marks question (either or).

● All the fifteen questions have to be answered.

Text Books:

1. M.Y. Khan & P.K. Jain, Management Accounting, Tata McGraw Hill, 8 th edtion, 2018.

2. T.S. Reddy & A. Murthy, Financial Accounting, Margham Publications, 2014

Reference Books:

1. R. Narayanaswamy, Financial Accounting, PHI, sixth edition, 2017.

2. Jan Williams, Susan Haka, Mark S bettner, Joseph V Carcello, Financial and Managerial Accounting - The basis for business Decisions, 18th edition, Tata McGraw Hill Publishers, 2017

3. Charles T. Horngren, Gary L.Sundem, David Burgstahler, Jeff Schatzberg, Introduction to Management Accounting, PHI Learning, 2014 , 16th edition.

4. Earl K. Stice& James D.Stice, Financial Accounting, Reporting and Analysis, 8th edition, Cengage

Learining, 2015.

5. N.M. Singhvi, Ruzbeh J.Bodhanwala, Management Accounting – Text and cases,3 rd edition PHI Learning, 2018.

6. Ashish K. Battacharya, Introduction to Financial Statement Analysis, Elsiever, 2012.

Web Links and Video Lectures (E-Resources):

1. Basics of financial accounting: https://youtu.be/-UEFVv_LwSs

2. Three financial statements: https://youtu.be/rsWQeJJNO6U

3. Journal : https://youtu.be/osEVVhp1H3Y

Suggested Skill Activities:

1. Cash flow statement

2. Reading financial statement

3. Financial statement analysis

4. Ratio analysis

5. Preparation and analysis of cost sheet

6. Marginal costing:

7. Budget and budgetary control

8. Standard costing and variance analysis

Course Code:	24MG106	Course Title:	Marketing Management
Credits:	3	L – T – P	3-0-0

Course objectives:

- To understand the changing business environment and the fundamental premise underlying market driven strategies.
- To identify the indicators of management thoughts and practices.
- To acquire understanding in marketing theories and its application in business practice
- To enhance the knowledge of consumer/ buyer behavior model.
- To acquire knowledge in marketing research and understand trends in digital marketing

Teaching-Learning Process:

Suggested strategies that teachers may use to effectively achieve the course outcomes:

1. Field study
2. Interactive Simulations
3. Lab experiment videos
4. Blended Mode of Learning
5. Project based Learning
6. Experiential Learning
7. NPTEL and Other Videos
8. Smart Class Room
9. Flipped Class

UNIT I – INTRODUCTION	9

Defining Marketing − Core concepts in Marketing—Evolution of Marketing – Marketing Planning Process − Scanning Business environment: Internal and External − Value chain – Core Competencies—PESTEL−SWOT Analysis− Marketing interface with other functional areas—Production, Finance, Human Relations Management, Information System− Marketing global environment—International Marketing−Rural Marketing−Prospects and Challenges

UNIT II – MARKETING STRATEGY	9
Marketing strategy formulations – Key Drivers of Marketing Strategies – Strategies for Industrial Marketing – Consumer Marketing – Services marketing – Competition Analysis – Analysis of consumer and industrial markets – Influence of Economic and Behavioral Factors – Strategic Marketing Mix components.	

UNIT III –MARKETING MIX DECISIONS	9
Product planning and development – Product life cycle – New product Development and Management – Defining Market Segmentation – Targeting and Positioning – Brand Positioning and Differentiation – Channel Management – Managing Integrated Marketing Channels – Managing Retailing, Wholesaling and Logistics	

UNIT IV – BUYER BEHAVIOUR	9
Understanding Industrial and Consumer Buyer Behavior – Influencing factors – Buyer Behaviour Models – Online buyer behaviour – Building and measuring customer satisfaction Customer relationships management – Customer acquisition, Retaining, Defection – Creating Long Term Loyalty Relationships.	

UNIT V – MARKETING RESEARCH & TRENDS IN MARKETING	9
Marketing Information System – Marketing Research Process – Concepts and applications: Product – Advertising – Promotion – Online marketing trends – digital marketing – pillars of digital marketing, overview of content marketing, video marketing, Affiliate marketing, SEO SEM,	

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Relate the knowledge of contemporary marketing theories to the demands of business and management practice	K2
CO2	Compare the marketing strategies for consumer and industrial marketing.	K3
CO3	Choose marketing mix elements and manage integrated marketing channels.	K3
CO4	Discover the nature of consumer Buying behavior.	K3
CO5	Apply the market knowledge to advertise a product with understanding in marketing research and new trends in the digital arena of marketing.	K3

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COs and POs Mapping:

COs	POs						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3	2	-	1	1	-
CO2	2	1	-	1	1	2	2
CO3	3	2	1	1	-	2	-
CO4	2	1	2	-	-	1	2
CO5	1	2	1	1	-	2	-

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0-Not Mapped

Scheme of Evaluation:

Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE)	CIE – I	100	50	100	40
	CIE – II	100			
	MCQ	20	10		
	Skill Assessment - I	40	40		
	Skill Assessment - II	40			
End Semester Examination (ESE)	Theory Exam	100	60	60	60
Total					100

End semester Examination: (QP PATTERN)

● Each unit consists of two 2 marks questions and five (either or) 13 marks question as one from each Unit

● All the thirteen mark questions have to be answered.

● One either or questions as Case Analysis.

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Text Books:

1. Philip T. Kotler and Kevin Lane Keller, Marketing Management, Prentice Hall India, 15th Edition,2017.

2. K.S.Chandrasekar,"Marketing management-Text and Cases",Tata McGraw Hill Education,2012

Reference Books:

1. Lamb, Hair, Sharma, Mc Daniel– Marketing – An Innovative approach to learning and teaching- A south Asian perspective,Cengage Learning,2012.

2. Paul Baines, Chris Fill, Kelly Page, Marketing, Asian edition, Oxford University Press,5 th edition, 2019.

3. Ramasamy,V.S, Namakumari,S, Marketing Management: Global Perspective Indian Context, Macmillan Education, New Delhi, 6 th edition, 2018.

4. A.NAG, Marketing successfully-AProfessionalPerspective,Macmillan2008.

5. Micheal R.Czinkota, MasaakiKotabe, Marketing Management, VikasThomson Learning, 2nd edition 2006.

6. Philip Kotler,GayArmstrong, PrafullaAgnihotri, Principles of marketing, 7thedition, 2018.

Web Links and Video Lectures (E-Resources):

1. http://www.digimat.in/nptel/courses/video/110104068/L01.html -Marketing Management PTEL course

2. http://digimat.in/nptel/courses/video/110104068/L40.html Market segmentation

3. https://youtu.be/1Ps3s9VLRKE -Market branding strategies

4. https://youtu.be/stk2mDJa45c - Marketing products and services

5. https://youtu.be/szYfUzSclUg -Marketing management

6. https://youtu.be/2SvAwS3hQqw -Evolution of marketing

7. https://youtu.be/crsC1q1R_aA - Advantages of brand

Suggested Skill Activities:

1. Visit a local market (rural market) and study how transactions are implemented. Write a report about the products sold in the market, demand and supply aspect of the product.

2. Visit to a department stores, observe, present a report how products are displayed and about the ambience of the departmental store.

3. Visit a chain of stores or franchise or branch of an organization at your locality. Compare the same with a chain of stores or franchise or branch of an organization in a metropolitan city.

4. Create a Google form to know the mindset of the students of your class about any (FMCG products) and present the analysis in a report format.

5. Interview any five marketing personnel about their job and marketing concepts in real time happening. Prepare a report (with photographs) of the same and bring out the insights of marketing at your locality.

6. Prepare a MOTS-Moment of Truth Survey/Opinion poll for gathering customer preference, taste and opinion for any product or service.

Course Code:	24MG107	Course Title:	Operations Management
Credits:	3	L – T – P	3-0-0

Course objectives:

- To provide a broad introduction to the field of operations management and explain the concepts, strategies, tools and techniques for managing the transformation process that can lead to competitive advantage.

Teaching-Learning Process:

Suggested strategies that teachers may use to effectively achieve the course outcomes:

1. Chalk and Talk
2. Lab experiment videos
3. Blended Mode of Learning
4. Project based Learning
5. Experiential Learning
6. NPTEL and Other Videos
7. Smart Class Room
8. Flipped Class

UNIT I – INTRODUCTION TO OPERATIONS MANAGEMENT	9
Operations Management – Nature, Importance, historical development, transformation processes, differences between services and goods, a system perspective, functions, challenges, current priorities, recent trends. Operations Strategy – Strategic fit, framework. Productivity; World-class manufacturing practices	

UNIT II – OPERATIONS AND THE VALUE CHAIN	9
Capacity Planning – Long range, Types, Developing capacity alternatives, tools for capacity planning. Facility Location – Theories, Steps in Selection, Location Models. Sourcing and procurement – Strategic sourcing, make or buy decision, procurement process, managing vendors.	

UNIT III – DESIGNING OPERATIONS	9
Product Design – Criteria, Approaches. Product development process – stage-gate approach – Tools for efficient development. Process – Design, strategy, types, analysis. Facility Layout – Principles, Types, Planning tools and techniques.	

UNIT IV – PLANNING AND CONTROL OF OPERATIONS	9
Demand Forecasting – Need, Types, Objectives and Steps – Overview of Qualitative and Quantitative methods. Operations planning – Resource planning – Inventory Planning and Control. Theory of constraints – Bottlenecks, capacity constrained resources, synchronous manufacturing	

UNIT V – SCHEDULING AND PROJECT MANAGEMENT	9
Project Management – Nature, Constraints in Projects, Project Life Cycle – Scheduling Techniques, PERT, CPM; Scheduling – Process, Techniques, shop floor control – Flow shop scheduling – Johnson's Algorithm – Gantt charts – Personnel scheduling in services.	

[45 hours]

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Describe the evolution of operations management practices and world-class manufacturing processes.	K2
CO2	Categorize the capacity requirements of facilities and processes in long and short terms run of organization.	K4
CO3	Compare the product development and design processes implemented in different organizations.	K2
CO4	Use quality management tools and practices in a real-time situation.	K3

CO5	Classify quality-related decisions about products and processes using scheduling and project management.	K2

COs and POs Mapping:

Cos	POs						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	1	2	-	1
CO2	2	2	1	2	2	-	-
CO3	1	2	1	-	2	-	2
CO4	2	2	1	1	2	-	2
CO5	3	2	1	1	2	-	-

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE) – Theory	CIE – I	100	50	100	40
	CIE – II	100			
	MCQ	20	10		
	Skill Assessment - I	40	40		
	Skill Assessment - II	40			
End Semester Examination (ESE)	Theory Exam	100	60	60	60
Total					100

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End semester Examination: (QP PATTERN)

● Each unit consists of two 2 marks questions and five (either or) 13 marks questions as one from each unit.

● All the thirteen mark questions have to be answered.

● One either or questions as case analysis.

Text Books:

1. Operations Management: Process and Supply Chains, Eleventh Edition, Lee J. Krajewski, Manoj K. Malhotra, Larry P. Ritzman & Samir K. Srivastava, Pearson.

2. Heizer, H., & Render, B. (11th e). Principles of operations management. Pearson Education.

Reference Books:

1. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Operations and Supply Chain Management, McGraw Hill Education (India) Pvt. Ltd, 14th Edition, 2014.

2. Mahadevan B, Operations management: Theory and practice. Pearson Education India; 2015.William J Stevenson, Operations Management, Tata McGraw Hill, 9th Edition, 2009.

3. Russel and Taylor, Operations Management, Wiley, 5th Edition, 2006.

4. Norman Gaither and Gregory Frazier, Operations Management, South Western Cengage Learning,9 th edition, 2015.

5. Cecil C. Bozarth, Robert B. Handfield, Introduction to Operations and Supply Chain Management, Pearson, 4th Edition, 2016.

6. Panneerselvam. R, Production and Operations Management, 3rd Edition,. PHI Learning.

Web Links and Video Lectures (E-Resources):

1. Introduction to Operations Management :
   https://www.youtube.com/watch?v=DEuzzLled6k

2. Operations Management - Basic:
   https://www.youtube.com/watch?v=_VJkKZFuRvE

3. Production and Operations Management:

http://digimat.in/nptel/courses/video/110107141/L01.html

4. Operations Management: https://www.youtube.com/watch?v=Hcjoh92gr1A

5. Capacity Planning: https://www.youtube.com/watch?v=FHauhdppEDA

Suggested Skill Activities:

1. MBA Crystal Ball Games : Virtual hands-on business experience and the fundamental challenges involved in business and management

2. Just A Minute (JAM): This is an individual management activity. In this activity, student has to speak for 1 minute on a given topic spontaneously. This activity aims at evaluating the communication skills, spontaneity and time management skills of the students

3. Extempore: This is an individual management activity. In this activity, students are supposed to speak for 5 minutes on a given topic spontaneously. The objective of this activity is to examine the competencies like presence of mind, flow of thoughts, speaking skills and the way of presenting ideas in a limited time under pressure.

4. Floor Crossing: Basically, it is an individual activity. In this activity, students are given a topic and on the given topic, students are supposed to speak on merits and demerits. The main objective of this activity is to evaluate the communication skills, subject knowledge and the way of presenting ideas in a limited time.

5. Operations Warfare: Operations warfare is an interesting activity in the area of Operations Management. The main objective of this activity is to develop the cooperation and coordination among the team members within the team. On the other hand, this activity enhances creativity and innovation among the team members in presenting a concept in operations management.

6. Business Plan Contest: Basically, Business Plan contest is a group activity. Students have to present their business plans as a team. In this activity students would be given the opportunity to exhibit their ideas and proposals with regard to their proposed business through presenting thoughts in a limited time.

Course Code:	24MG131	Course Title:	Managerial Skill Development –I
Credits:	2	L – T – P	0-0-4

Course objectives:

- To develop knowledge, skills and attitude among the students which create in them industry readiness.
- To improvise students listening skills and to make them understand the dynamics of effective listening.
- To develop students awareness about real time happening in business and current events.
- To help students improve their communication skills in all contexts of business process.

Teaching-Learning Process:

Suggested strategies that teachers may use to effectively achieve the course outcomes:

1. Field survey
2. Interview
3. Group Discussions
4. Blended Mode of Learning
5. Experiential Learning
6. NPTEL and Other Videos
7. Smart Class Room
8. Flipped Class
9. Interaction with industrialist
10. Observing professionals

UNIT I –LISTENING	10

Focuses on Listening:

Definition, Characteristics of a good listener, Types of listening, Barriers to effective listening.

Flip classes on Tedex talk

UNIT II – CURRENT BUSINESS EVENTS	10

Focuses on Current affairs:

Awareness about finance, banking, economical and corporate trends. Collect NEWS form Newspaper, journals, magazines, business e-articles relevant to business, banking, economical at present.

Discussion about the current events with knowledge about the static general information

Static Content:

Basic information about the present topic discussed/topic in NEWS

UNIT III – INTER PERSONAL COMMUNICATION	10

Communication and understanding self. Ego states in communication, converting challenges into Opportunities in negotiations. Presentations & ways of dealing with difference of opinion. Personal grooming and time management.

UNIT IV – TEAM WORK/ TEAM BUILDING	10

Focuses on group formation, functioning and group decision making. Understanding on group conflict & diversity. Group communication and group cohesiveness.

UNIT V –LEADERSHIP	10

Focuses on leading team, influencing and persuading as a leader

Definition Etiquette, real time examples, –polite behavior in profession & group.

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Develop good listening skill and make use of the skill for his/her betterment in communication.	K3
CO2	Develop the knowledge about the current business happenings and relate it to the managerial concepts.	K3
CO3	Utilize the understanding about different ego states and discover the effective ways of communication.	K2
CO4	Build a team , create cohesiveness and utilize the cohesiveness for the betterment of the team.	K3
CO5	Motivate as a leader and as an active team player.	K4

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COs and POs Mapping:

COs	Pos						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	-	-	-	1	2
CO2	2	-	2	-	-	-	1
CO3	1	1	2	-	-	-	-
CO4	-	-	3	-	-	-	-
CO5	1	1	1	-	-	-	2

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE)	Continuous Assessment	75	75	100	60
	Model Lab Exam	25	25		
End Semester Examination (ESE)	Lab Exam	100	40	40	40
TOTAL					100

Reference Books:

1. Darren Hardy (2021). The Compound Effect, Manjul Publishing House, Macmillan.

2. Greg McKeown, (2021). Essentialism: The Disciplined Pursuit of Less, Virgin Books.

3. Scott H. Young (2019).Ultralearning: Accelerate Your Career, Master Hard Skills and Outsmart the Competition, HarperCollins

Web Links and Video Lectures (E-Resources):

1-10 sessions **Listening**	**Practical component:** 1. Listen to Tedex (India) talks and discuss about the topic spoken. 2. Interview any Business Personality/writers in India of your choice or watch an elaborate interview of a business personality. Create a Power Point Presentation on same personality and include following heads: • Short Life story of the personality • Achievements • How he/she overcome Challenges /Constraints • Your Learning

11-20
Current
Business
Events
	Practical Component:
	 Refer the editorial pages of the last week of any business newspaper and present the topic. Go through the contents and organize your findings under the following heads:
	     Subject matter (Economics, finance, legal, HR, Marketing etc.)
	     Static information about the topic.
	     Target audience of the various columns
	     Presentation and organization of contents
	     Vocabulary, phrases & idioms that you have learnt.

21-30
Interpersonal
Effectiveness
	Practical Component: Observation, analysis & report preparation.
	Make a visit to a
	     Rural area (shops or panchayat) or
	     Urban area (offices/ government organizations/ institution/departmental stores) and observe how people communicate while conducting business transactions.
	Record their articulations while communicating and prepare a report about the different ego states in the conversation.

31-40 **Team Building**	**Practical component:** Impromptu topic will be given to the team of 6-7 members. Collage preparation and oral presentation of the same have to be done by the students.
41-50	**Practical Component:**

Leadership & Group Dynamics	Interview & Role-play
	Interview ten marketing executives/Officials who travel outstation frequently. Understand the problems they face in communication during these visits and how they manage these issues. Make checklist of Strategies and tactics that can be used when you travel outstation for business works, to deal with communication issues.
	Prepare a role-play based on any issue faced by the interviewee and enact it.
	BOOK REVIEW (Any One) -YOU CAN WIN by ShivKhera , Who Moved my Cheese, Fish, Psychology of Money
51-60 Business Etiquettes	**Practical Component:**
	Mock interview by expert panel.
	Hands on training on management of Linked in id/Social media.

Course Code:	24MG151	**Course Title:**	**Organization Structure Training**
Credits:	**2**	**L – T – P**	**0-0-4**

ORGANIZATION STRUCTURE TRAINING – minimum of 15 days of internship. The report along with the company certificate should be submitted within the two weeks of the reopening date of 2nd semester. The report should be around 40 pages. The report should be sent to the Controller of Examinations by the HOD through the Principal, before the last working day of the 2nd Semester.

Course Code:	24MG152	Course Title:	**Business Ethics Seminar**
Credits:	**1**	**L – T – P**	**0-0-2**

Course objectives:

- To enable the learners to have exposure on business ethics and ethical business perspectives.

Business Ethics	**2**

The following is the list of topics suggested for preparation and presentation by students twice during t semester.

This will be evaluated by the faculty member(s) handling the course and the final marks are consolidat at the end of the semester. No end semester examination is required for this course.

1) Individual Culture and Ethics

2) Ethical codes of conduct and value Systems

3) Loyalty and Ethical Behaviour, Ethical decision making

4) Ethical business issues and solutions

5) Corporate Social Responsibilities of Business

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Make use of knowledge in of business ethics and offer solutions in ethical perspectives.	K3
CO2	Apply the basic concepts of Indian ethos and value systems at work.	K3
CO3	Develop professionally efficient and skilful value systems and culture.	K3
CO4	Plan ethically to manage business towards well-being of the society.	K3
CO5	Take part in socially effective undertaking in business responsibilities.	K4

COs and POs Mapping:

COs	POs						
	PO1	PO2	PO3	PO4	PO5	PO6	P07
CO1	2	3	-	1	-	1	2
CO2	3	1	3	2	2	-	1
CO3	2	-	3	3	-	-	1
CO4	-	-	1	3	1	-	-
CO5	1	2	1	2	-	-	2

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE)	Seminar-I	50	50	100	100
	Seminar-II	50	50		
TOTAL					100

Course Code:	24MG201	Course Title:	Innovation and Entrepreneurship Development
Credits:	4	L – T – P	3-0-2

Course objectives:

- To equip and develop the learner's entrepreneurial skills and qualities essential to undertake business.
- To impart the learner's entrepreneurial competencies needed for managing business efficiently and effectively.
- To acquire knowledge about innovation models and apply appropriately in business practice
- To enhance the ability of resource mobilization to launch a business
- To acquire knowledge about evaluating and monitoring of business effectiveness.

Teaching-Learning Process:

Suggested strategies that teachers may use to effectively achieve the course outcomes:

1. Field study/survey
2. Interview with experts
3. Experiential learning
4. Interactive Simulations
5. Blended Mode of Learning
6. NPTEL and Other Videos
7. Smart Class Room
8. Flipped Class

UNIT I – INNOVATION	9

Innovation- radical vs evolutionary, – Introduction to TRIZ methodology of Inventive Problem Solving – The essential factors – Innovator's solution – Creating and sustaining successful growth – Disruptive Innovation model – Segmentive Models – New market disruption – Managing the Strategy Development Process – Entrepreneurial Tools for Creativity and Innovation.

UNIT II – ENTREPRENEURAL COMPETENCE & ENVIRONMENT	9

Entrepreneurship concept – Entrepreneurship as a Career – Entrepreneurial Personality – Characteristics of Successful Entrepreneurs – Knowledge and Skills of an Entrepreneur. Business

Environment – Role of Family and Society – Entrepreneurship Development Training, government & Other Support Organizational Services.

UNIT III – BUSINESS PLAN PREPARATION	9
Sources of Product for Business – Prefeasibility Study – Criteria for Selection of Product – Ownership – Capital Budgeting – Project Profile Preparation – Matching Entrepreneur with the Project Feasibility Report Preparation and Evaluation Criteria.	
UNIT IV – LAUNCHING OF SMALL BUSINESS	9
Finance and Human Resource Mobilization – Operations Planning – Market and Channel Selection – Growth Strategies – Product Launching – Overview about Incubation, Venture capital, Start – ups.	
UNIT V – MANAGEMENT OF SMALL BUSINESS	9
Monitoring and Evaluation of Business – Business Sickness – Prevention and Rehabilitation of Business Units – Effective Management of small Business – Case Studies.	

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Relate the knowledge acquired about radical and disruptive innovation models of innovation in business practice.	K3
CO2	Choose a business venture after analyzing the entrepreneurial environment.	K3
CO3	Prepare business plans and feasible reports.	K3
CO4	Create and choose the ways of launching a business venture with required resource mobilization.	K3
CO5	Infer the effectiveness of business through evaluation and monitors growth and development.	K4

COs and POs Mapping:

Cos	POS						
	PO1	PO2	PO3	PO4	PO5	PO6	P07
CO1	3	1	2	1		3	-
CO2	1	3	2	-	-	-	1
CO3	3	2	3	1	2	1	1
CO4	1	1	2	2	1	1	2
CO5	2	2	-	1	-	1	-

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Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0-Not Mapped

Scheme of Evaluation:

Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE) – Theory	CIE – I	100	50	100	25
	CIE – II	100			
	Case Analysis	20	10		
	Skill Assessment - I	40	40		
	Skill Assessment - II	40			
Continuous Internal Examination (CIE) – Laboratory	Continuous Assessment of activities	100	100	100	25
End Semester Examination (ESE)	Theory Exam	100	50	50	50
Total					100

End semester Examination: (QP PATTERN)

● Each unit consists of two 2 marks questions and five (either or) 13 marks question as one from each Unit

● All the thirteen-mark questions have to be answered.

● One either or questions as Case analysis.

Text Books:

S.S.Khanka, Entrepreneurial Development, S.Chand and Company Limited, New Delhi, 2016.

Reference Books:

1. Rousing Creativity: Think New Now Floyd Hurt, ISBN 1560525479, Crisp Publications Inc.1999.
2. Geoffrey Petty," How to be better at Creativity", The Industrial Society 2012.
3. Clayton M. Christensen Michael E. Raynor," The Innovator's Solution", Harvard Business School Press Boston, USA, 2007.
4. Semyon D. Savransky," Engineering of Creativity – TRIZ", CRC Press New York USA," 1st edition 2000.

5. CSG Krishnamacharyalu, Lalitha R Innovation management , Himalaya Publishing House 2013.

6. R.D.Hisrich, Entrepreneurship, Tata McGraw Hill, New Delhi, 2018.

7. Rajeev Roy ,Entrepreneurship, Oxford University Press, 2nd Edition, 2011.

8. Donald F Kuratko,T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning, 2012.

9. Dr. Vasant Desai, "Small Scale Industries and Entrepreneurship", HPH,2006.

10. Arya Kumar. Entrepreneurship, Pearson,2012.

11. Prasanna Chandra, Projects – Planning, Analysis, Selection, Implementation and Reviews, Tata McGraw-Hill, 8 th edition, 2017.

Web Links and Video Lectures (E-Resources):

1. Entrepreneurship -An introduction https://youtu.be/Hgj_kRrvbhQ?t=17

2. Innovation business model an Entrepreneurship
   https://youtu.be/9BXq3gcLSMs?t=8

3. Business plan and feasibility https://youtu.be/o_5FtfzX9Is

Suggested Skill Activities:

S.no	TOPIC	Skill based Component	Activity
1	Government support activities for entrepreneurship	Visit DIC –District Industry Center of your district and gather information relevant to support activities for entrepreneurship from Government (Scheme/activities with special reference for students)	Submit a report specifying all information collected.
2	Innovation and Creativity	Refer to business journals and magazines (at least 10) and identify innovative products in market at present and its success factor.	Submit a report about the products with relevant citation & references.
3.	Business Plan	Prepare a business plan(business of your choice)to start at your domicile with all feasible reports.	Prepare relevant feasibility reports.
4.	Launching a business Business Table concept	Create a small business concept for your class and run the business in team	Business venture

5.	Evaluation and monitoring	Create and run a business for a day with proper resource mobilization and investment	Prepare an evaluation report for the business and calculate the profit.

Course Code:	24MG202	Course Title:	**Business Models For Digital Economy**
Credits:	**3**	**L – T – P**	**3-0-0**

Course objectives:

- Students should be able to use innovative business models in established and emerging areas of the digital economy, leveraging the core principles and characteristics of digital economy in cross functional areas of management

Teaching-Learning Process:

Suggested strategies that teachers may use to effectively achieve the course outcomes:

1. Blended Mode of Learning
2. Project based Learning
3. Experiential Learning
4. NPTEL and Other Videos
5. Smart Class Room
6. Flipped Class

UNIT I – INTRODUCTION	**9**
Definition – Digital Economy, Components, Evolution of economy, Scope, present scenario, digital transformation, overview of ICT, IOT, AI ,automation cloud computing across business sectors, elements of the digital economy – IT, digital platforms, digital trade, B2B, B2C gig economy in digital era.	

UNIT II – HR IN DIGITAL ECONOMY	**9**
Evolving role of HR in digital economy, HR digitalization, big data analytics, HR analytics and insights, data protection management, learning and development, talent acquisition, people analytics, workforce planning and its integration with AI. An overview on Human capital Diagnostics Tool (HCDT).	

UNIT III – FINANCE IN DIGITAL ECONOMY	9
Emergence of digital trade and e–commerce, Role of finance in digital transformation, online banking, mobile payments, POS terminals, crypto currencies, block chain transactions, advantages and disadvantages of digitalization in finance, An overview of sharing economy.	

UNIT IV – MARKETING IN DIGITAL ECONOMY	9
Digital Marketing – An introduction, Pillars of Digital marketing, Overview of Content marketing, Social media marketing, SEO & SEM, Automated marketing, E mail marketing. Benefits of digital marketing and present trends in digital marketing.	

UNIT V – PRODUCTION IN DIGITAL ECONOMY	9
Digital manufacturing-Definition, Digitalization in manufacturing – Industry 4.0 – Benefits, types of digital manufacturing – PLC, smart factory, Value chain management, Manufacturing Execution System-Product Lifecycle Management – SCM-Virtual product development and AR in guided assembly.	

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Relate the knowledge acquired from the fundamental concepts of the digital economy with business models.
CO2	Recall the concepts of new business models in digital economy with HR concepts.
CO3	Apply the knowledge acquired in digital economy in day to day business financial transactions.
CO4	Apply the digital marketing concepts learnt in implementing marketing campaigns in business and career.
CO5	Relate the knowledge acquired from the fundamental concepts of the digital manufacturing in business and profession.

COs and POs Mapping:

Cos	POs						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	1	-	2	-	2
CO2	1	1	1	2	1	-	3
CO3	1		3	-	2	-	-
CO4	2	3	2	1	3	-	2
CO5	1	2	1	1	2	-	1

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE) – Theory	CIE – I	100	50	100	40
	CIE – II	100			
	MCQ	20	10		
	Skill Assessment - I	40	40		
	Skill Assessment - II	40			
End Semester Examination (ESE)	Theory Exam	100	60	60	60
Total					100

End semester Examination: (QP PATTERN)

- Each unit consists of two 2 marks questions and five (either or) 13 marks questions as one from each unit.

- All the thirteen mark questions have to be answered.

- One either or questions as case analysis.

Reference Books:

1. Introduction to Digital Economics: Foundations, Business Models and Case Studies (2ndedition), 2021, Harald overby and Jan Arild Audestad. ISBN 978-3-030-78236-8.

2. DeFi and the Future of Finance, 2021, Campbell R. Harvey, Ashwin Ramachandran, Joey Santoro. ISBN: 978-1-119-83601-8.

3. Marketing 4.0: Moving from Traditional to Digital by Philip Kotler;Publisher: Wiley; 1st edition (April 2017); ISBN10: 9788126566938;ISBN13: 9788126566938;ASIN: 8126566930

4. Ryan, D. (2014). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation, Kogan Page Limited.

5. Kenneth C. Laudon and Jane P Laudon, Management Information Systems – Managing the Digital Firm, 15 th edition, 2018.

Web Links and Video Lectures (E-Resources):

1.   Innovation & Business Models
http://acl.digimat.in/nptel/courses/video/110107094/L01.html

2.   E-Business: https://digimat.in/nptel/courses/video/110105083/L01.html

3.   Digital Transformation Strategy: https://www.youtube.com/watch?v=3zDLY6Ulh5U

4.   Understanding Digital Markets: https://www.youtube.com/watch?v=TFWI6C0jCzE

   Suggested Skill Activities:

1.   Free-Model (ad-supported): A free business model is one that makes use of and is supported by ads from platforms like Google and Face book. Students have to analyze it and draft a report.

2.   Freemium Model: This model is commonly used and allows users to get free access to a basic version of a product. Students will go through this model thoroughly and present it in the classroom.

3.   On-Demand Model: This model refers to a virtual product or service such as online video stores like Amazon Prime Video or Apple TV where you can watch a video for a certain period of time. Students need to analyze the merits and de merits in it.

4.   e-Commerce Model: Amazon was one of the first and most successful companies to adopt this digital business model of selling physical products online. Students will conduct an in depth study and draft a report about it.

5.   Marketplace Model: This model refers to a two-sided marketplace where sellers and buyers use a third-party platform to trade goods and services. It helps the students to learn the digital market economy.

6.   Digital Ecosystem Model: Digital ecosystems are currently one of the most complex yet robust digital business structures. Alibaba, Amazon, Apple, Google, Tesla, and other ecosystem orchestrators exploit the customer with various services across several platforms. Students can acquire knowledge about digital ecosystem and they need to make a presention in the class.

Course Code:	24MG203	Course Title:	People Management
Credits:	3	L – T – P	3-0-0

Course objectives:

- To understand the concept of People Management and its functions
- To learn the methods to manage Human resource assets and to develop policies to achieve competitive edge through people
- To examine the principles of employee recruitment and selection, job design and job analysis, employment law, employee compensation, training and development, and safety and health. .

Teaching-Learning Process:

Suggested strategies that teachers may use to effectively achieve the course outcomes:

1. Blended Mode of Learning
2. Experiential Learning
3. NPTEL and Other Videos
4. Smart Class Room
5. Flipped Class

UNIT I –PERSPECTIVES IN PEOPLE MANAGEMENT	9
Evolution of People management – The importance of the human capital – Role of human resource manager – Challenges for human resource managers – Trends in Human resource policies – Computer applications in human resource management –Human resource accounting and audit.	
UNIT II – THE CONCEPT OF BEST FIT EMPLOYEE	**9**
Importance of Human Resource Planning –Forecasting human resource requirement – Matching supply and demand – Internal and External sources – Organizational Attraction – Recruitment, Selection, Induction and Socialization –Theories, Methods and Process.	
UNIT III –TRAINING AND DEVELOPMENT	**9**
Types of training methods– Purpose –Benefits –Resistance. Executive development programme – Common practices – Benefits – Self-development –Knowledge management.	

UNIT IV – SUSTAINING EMPLOYEE INTEREST	9
Compensation plan –Reward –Motivation –Application of theories of motivation –Career management – Mentoring – Development of mentor –Protégé relationships – Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior: Theories, Models.	
UNIT V – PERFORMANCE EVALUATION AND CONTROL	9
Method of performance evaluation – Feedback – Industry practices. Promotion, Demotion, Transfer and Separation – Implication of job change. The control process – Importance – Methods – Requirement of effective control systems grievances– Causes – Implications – Redressal methods.	

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Analyze the personnel functions in policy formulations to develop different kinds of People Management strategies	K4
CO2	Compare the labour demands with the labour supply in human resource planning to analyze and bridge the gaps by forecasting techniques.	K2
CO3	Develop the skills needed for a successful Human Resource manager through self-development window analysis.	K3
CO4	Identify the different motivational factors in sustaining the employees by analyzing their job satisfaction.	K3
CO5	Make use of knowledge to assess the performance of people in an organization using the different performance appraisal methods	K3

COs and POs Mapping:

COs	Pos						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	-	2	-	1	2
CO2	1	1	2	-	3	3	1
CO3	-	-	3	2	1	1	-
CO4	2	1	2	1	-	2	2

CO5	1	2	-	-	2	1	-

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE)	CIE – I	100	50	100	40
	CIE – II	100			
	MCQ	20	10		
	Skill Assessment - I	40	40		
	Skill Assessment - II	40			
End Semester Examination (ESE)	Theory Exam	100	60	60	60
Total					100

End semester Examination: (QP PATTERN)

● Each unit consists of two 2 marks questions and five (either or) 13 marks questions each from one unit.

● All the fifteen questions have to be answered.

● One either or question as case analysis.

Reference Books:

1. Gary Dessler and Biju Varkkey, Human Resource Management, 14th Edition, Pearson Education Limited, 2015.

2. David A.Decenzo, Stephen.P.Robbins, and Susan L.Verhulst, Human Resource Management, Wiley, International Student Edition, 11th Edition, 2014.

3. Luis R.Gomez-Mejia, David B.Balkin, Robert L Cardy. Managing Human Resource. PHI Learning. 2012

4. Bernadin, Human Resource Management, Tata McgrawHill, 8thedition2012.

5. Wayne Cascio, Managing HumanResource, McGrawHill, 2015.

6. Ivancevich, Human Resource Management, McGrawHill 2012.

7. Uday Kumar Haldar, Juthika Sarkar. Human Resource management. Oxford. 2012

Web Links and Video Lectures (E-Resources):

1. https://onlinecourses.swayam2.ac.in/imb24_mg127/preview
2. https://onlinecourses.swayam2.ac.in/cec24_mg23/preview
3. https://nptel.ac.in/courses/110105069

Suggested Skill Activities:

1. **Case Studies and Analysis**: Provide students with real-world HRM scenarios or case studies where they can analyze issues such as employee relations, recruitment challenges, performance management, etc. This helps in developing analytical and problem-solving skills.

2. **Role-Playing Exercises:** Create scenarios where students take on roles such as HR managers, employees, or job candidates. This helps them practice communication, negotiation, and conflict resolution skills.

3. **Interactive Workshops on Emotional Intelligence**: Conduct workshops focused on developing emotional intelligence (EQ) skills among students, emphasizing self-awareness, empathy, and relationship management, which are critical in HR roles.

4. **Mock Interviews**: Conduct mock interviews where students take turns being interviewers and interviewees. This helps them understand the interview process from both perspectives and improves their questioning and answering skills.

5. **Team Projects**: Assign group projects where students have to collaborate on tasks such as designing an employee training program, conducting a compensation analysis, or developing a diversity and inclusion initiative. This fosters teamwork and project management skills.

6. **Guest Speakers**: Invite HR professionals or industry experts to speak to the class about their experiences and current trends in HRM. This provides insights into real-world applications of HR principles and enhances networking opportunities.

7. **Debates and Discussions**: Organize debates on controversial HR topics like the effectiveness of performance appraisals or the impact of flexible work arrangements. This encourages critical thinking and the ability to articulate and defend viewpoints.

8. **Ethics Scenarios**: Present ethical dilemmas related to HR practices and discuss the implications of different decisions. This helps students develop ethical reasoning and judgment.

9. **Industry Research and Reports**: Assign research projects where students investigate HR practices in specific industries or companies. They can then present their findings and recommendations, honing their research and presentation skills.

10. **Simulation Exercises**: Use HRM simulation software or online platforms where students can simulate managing HR functions like workforce planning, employee development, and labor relations. This provides a realistic experience in a controlled environment.

Course Code:	24MG204	Course Title:	Financial Management
Credits:	3	L – T – P	3-0-0

Course objectives:

To impart knowledge on the

- Understand the operational nuances of a Finance Manager.
- Comprehend the technique of making decisions related to finance functions

Teaching-Learning Process:

Suggested strategies that teachers may use to effectively achieve the course outcomes:

1. Interactive Simulations
2. Blended Mode of Learning
3. Experiential Learning
4. NPTEL and Other Videos
5. Smart Class Room
6. Flipped Class

UNIT I – FOUNDATIONS OF FINANCE	9

Introduction to finance- Financial Management – Nature, scope and functions of Finance, organization of financial functions, objectives of Financial management, Major financial decisions – Time value of money – features and valuation of shares and bonds – Concept of risk and return – single asset and of a portfolio.

UNIT II – INVESTMENT DECISIONS	9
Capital Budgeting: Principles and techniques - Nature of capital budgeting- Identifying relevant cash flows - Evaluation Techniques: Payback, Accounting rate of return, Net Present Value, Internal Rate of Return, Profitability Index - Comparison of DCF techniques - Concept and measurement of cost of capital - Specific cost and overall cost of capital	

UNIT III – FINANCING AND DIVIDEND DECISION	9
Leverages - Operating and Financial leverage – measurement of leverages – degree of Operating & Financial leverage – Combined leverage, EBIT – EPS Analysis- Indifference point. Capital structure – Theories – Net Income Approach, Net Operating Income Approach, MM Approach – Determinants of Capital structure. Dividend decision- Issues in dividend decisions, Importance, Relevance & Irrelevance theories- Walter"s – Model, Gordon"s model and MM model. – Factors determining dividend policy – Types of dividend policies – forms of dividend.	

UNIT IV – WORKING CAPITAL MANAGEMENT	9
Principles of working capital: Concepts, Needs, Determinants, issues and estimation of working capital - Receivables Management - Inventory management – Cash management - Working capital finance : Commercial paper, Company deposit, Trade credit, Bank finance	

UNIT V – LONG TERM SOURCES OF FINANCE	9
Indian capital market- New issues market- Secondary market - Long term finance: Shares, debentures and term loans, lease, hire purchase, venture capital financing, Private Equity	

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Identify the concepts of financial decision of an organization.	K3
CO2	Infer the time value of money	K2
CO3	Classify the capital budgeting and cost of capital techniques	K2
CO4	Experiment how to decide the decision of capital structure and distribution of dividend	K3
CO5	Assess the short-term and long-term sources of finance	K4

COs and POs Mapping:

COs	POs						
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	2	3	1	1	1	2
CO2	3	1	2	-	-	-	2
CO3	3	-	2	2	2	3	-
CO4	2	3	2	1	1	1	1
CO5	-	2	-	1	-	1	2

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE) – Theory	CIE – I	100	50	100	40
	CIE – II	100			
	MCQ	20	10		
	Skill Assessment - I	40	40		
	Skill Assessment - II	40			
End Semester Examination (ESE)	Theory Exam	100	60	60	60
Total					100

End semester Examination: (QP PATTERN)

- Each unit consists of two 2 marks questions and five (either or) 13 marks question as one from each Unit

- All the thirteen-mark questions have to be answered.

- One either or questions as Case analysis.

Text Books:

1. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018

2. S.N.Maheshwari , sulthan Chand & publication.

Reference Books:

1. M. Pandey Financial Management, Vikas Publishing House Pvt. Ltd., 11th edition, 2018

2. M.Y. Khan and P.K.Jain Financial management, Text, Problems and cases Tata McGraw Hill, 8th edition, 2017.

3. Aswath Damodaran, Corporate Finance Theory and practice, John Wiley & Sons, 2011.

4. James C. Vanhorne –Fundamentals of Financial Management– PHI Learning,13th Edition, 2014.

5. Brigham, Ehrhardt, Financial Management Theory and Practice, 14th edition, Cengage Learning 2015.

6. Prasanna Chandra, Financial Management, 9th edition, Tata McGraw Hill, 2017.

7. Srivatsava, Mishra, Financial Management, Oxford University Press, 2012.

Web Links and Video Lectures (E-Resources):

1. https://www.youtube.com/watch?v=jbDRLkGEeIU&list=PLRb7ot-9tbChzZkkVpoICCzGNJ1aMo91M
2. https://www.youtube.com/watch?v=nBAFH24ianw&list=PLRb7ot-9tbChzZkkVpoICCzGNJ1aMo91M&index=2
3. https://www.youtube.com/watch?v=h0i8nNp0yNg&list=PLRb7ot-9tbChzZkkVpoICCzGNJ1aMo91M&index=3

Activity-Based Learning /Practical-Based Learning:

1. http://nptel.ac.in
2. https://swayam.gov.in

Suggested Skill Activities:

1.Analyse the most recent annual financial statements of three companies. (Gather information through online)

2.Visit a financial institution or bank. Gather information about loan and EMI. Calculate your EMI and find out the interest you are paying in total. Compare this calculation with your payment at the end and identify time value of money.

3. Download the balance sheet of any three companies and compare the capital structure of the companies in the light of debt, equity and preference shares.

4. Identify any Venture capitalist in your locality and interview him about the concepts of Venture capital.

5. Identify the blue chips companies of two Indian stock market and two international share market.

Course Code:	24MG205	Course Title:	**Navigating Business Research Methods**
Credits:	**3**	**L – T – P**	**3-0-0-0**

Course objectives:

To impart knowledge on the

- Understand the significance of business research in decision-making processes.
- Acquire a deep understanding of research design types and their implications.
- Gain practical experience in primary and secondary data collection methods.
- Enhance communication and report writing skills for conveying research findings.
- Recognize and adhere to ethical guidelines and principles throughout the research process

Teaching-Learning Process:

Suggested strategies that teachers may use to effectively achieve the course outcomes:

1. Interactive Simulations
2. Blended Mode of Learning
3. Experiential Learning
4. NPTEL and Other Videos
5. Smart Class Room
6. Flipped Class

UNIT I – INTRODUCTION	9

Business Research – Definition and Significance – The research process – Types of Research – Exploratory and causal Research – Theoretical and empirical Research – Cross – Sectional and time – series Research – Research questions / Problems – Research objectives – Research hypotheses – Characteristics – Research in an evolutionary perspective – The role of theory in research. (Live event on collecting primary & secondary data)

UNIT II – RESEARCH DESIGN AND MEASUREMENT	9

Research design – Definition – Types of research design – Exploratory and causal research design – Descriptive and experimental design – Different types of experimental design – Validity of findings – Internal and external validity – Variables in Research – Measurement and scaling – Different scales – Construction of instrument – Validity and Reliability of instrument. (Report on Navigating Product Launch: A Research Design and Measurement Case Study)

UNIT III – DATA COLLECTION	9

Types of data – Primary Vs Secondary data – Methods of primary data collection – Survey Vs Observation – Experiments – Construction of questionnaire and instrument –Types of Validity – Sampling plan – Sample size – Determinants optimal sample size – Sampling techniques – Sampling methods. Case study on Optimizing Customer Experience a data collection

UNIT IV – DATA PREPARATION AND ANALYSIS	9

Data Preparation – Editing – Coding – Data entry – Validity of data – Qualitative Vs Quantitative data analyses – Applications of Bivariate and Multivariate statistical techniques, Factor analysis, Discriminant analysis, Cluster analysis, Multiple regression and Correlation, Multidimensional scaling – Conjoint Analysis – Application of statistical software for data analysis.(Report On Predictive Analytics for Employee Turnover:

Leveraging Data for Retention Strategies)	
UNIT V – REPORT DESIGN, WRITING AND ETHICS IN BUSINESS RESEARCH	**9**
Research report –Types – Contents of report – need for executive summary – chaptalization – contents of chapter – report writing – the role of audience – readability – comprehension – tone – final proof – report format – title of the report – ethics in research – Ethics in research – Subjectivity and Objectivity in research.(Case study on market analysis new product)	

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Apply the knowledge acquired to formulate detailed and precise research questions and hypotheses, suggesting a depth of thought and analytical skill in designing research studies.	K3
CO2	Apply the learning how to develop research instruments such as surveys, questionnaires, or scales, ensuring they are valid and reliable tools for data collection.	K3
CO3	Apply and combine the skills necessary to construct effective questionnaires and instruments for data collection, ensuring clarity, relevance, and ensure reliability in capturing the required information.	K3
CO4	Develop proficiency in a range of bivariate and multivariate statistical techniques& using statistical software tools their features and functions to conduct various analyses efficiently and accurately	K3
CO5	Analyzing the concepts of subjectivity and objectivity in research. Understand how personal biases, perspectives, and interpretations can influence research outcomes and learn strategies to maintain objectivity and impartiality in data collection, analysis, and reporting.	K3

COs and POs Mapping:

COs	Pos

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	1	1	-	1	-	2
CO2	3	3	2	-	-	-	-
CO3	3	2	1	1	1	1	2
CO4	2	3	2	1	1	1	-
CO5	3	-	-	1	-	1	1

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE) – Theory	CIE – I	100	50	100	40
	CIE – II	100			
	MCQ	20	10		
	Skill Assessment - I	40	40		
	Skill Assessment - II	40			
End Semester Examination (ESE)	Theory Exam	100	60	60	60
Total					100

End semester Examination: (QP PATTERN)

- Each unit consists of two 2 marks questions and five (either or) 13 marks question as one from each Unit.

- All the thirteen mark questions have to be answered.

- One either or questions as Case analysis.

Text Books:

1. Business Research Methods" by William G. Zikmund, Barry J. Babin, Jon C. Carr, and Mitch Griffin

2. Research0 Methodology methods and techniques "by C R Kothari, Gaurav Garg"

Reference Books:

Proceedings of the 1st Academic Council [29.06.2024]

1. Business Research Methods by Donald R Cooper and Palmela Schinder. McGraw Hill, Kothari

2. Advanced Research Methodology by R. Barker Bausell. Scarecrow Press

3. Research Methodology: An Introduction by Wayne Goddard, Stuart Melville. Juta and Co. Ltd.

4. Research Methodology: A Guide for Researchers in Management and Social Sciences by Bill Taylor, Gautam Sinha, Taposh Ghoshal. Prentice-Hall of India Private Limited, New Delhi

5. The Essence of Research Methodology by Jonker, Jan, Pennink, Bartjan. Springer.

6. Research design: Qualitative, quantitative, and mixed methods approaches by Creswell, J. (4th ed.) Thousand Oaks, CA: Sage

7. Qualitative data analysis: A methods sourcebook – Third edition by Miles, M.B., Huberman, A.M. & Saldana, J.; Thousand Oaks, CA: Sage

Web Links and Video Lectures (E-Resources):

1. https://www.youtube.com/watch?v=jbDRLkGEeIU&list=PLRb7ot-9tbChzZkkVpoICCzGNJ1aMo91M
2. https://www.youtube.com/watch?v=nBAFH24ianw&list=PLRb7ot-9tbChzZkkVpoICCzGNJ1aMo91M&index=2
3. https://www.youtube.com/watch?v=h0i8nNp0yNg&list=PLRb7ot-9tbChzZkkVpoICCzGNJ1aMo91M&index=3

Activity-Based Learning /Practical-Based Learning:

1. http://nptel.ac.in
2. https://swayam.gov.in

Suggested Skill Activities:

1. Research Proposal Development(students choose a business-related research topic, Present proposals to the class for feedback and refinement.)

2. Literature Matrix(Organize and synthesize existing research, Students create a literature matrix to summarize key articles related to their research topic)

3. Annotated Bibliography(Students compile an annotated bibliography of at least 10 sources relevant to their research topic.)

4. Survey Design and Implementation(Students design a survey related to their research topic, including questions that are clear, unbiased, and relevant.)

5. Interview and Focus Group Practice(Gain experience in qualitative data collection, Students develop interview guides or focus group discussion guides.)

Course Code:	24MG206	Course Title:	Optimization Techniques	
Credits:	4	L – T – P	3 - 0 - 2	

Course objectives:

The syllabus is designed to provide the basic tools of Linear Programming mainly for the purpose of optimize the engineering problems mathematically and obtaining solutions.

• To familiarize the students with analytical package of MS Excel, MS Word and SPSS.

• To develop analytical skills in students in order to comprehend and practice data analysis at different levels.

• To provide the basic tools of Operations research in solving the management problems using mathematical approach for decision making.

Teaching-Learning Process:

These are sample strategies which teachers can use to accelerate the attainment of the various course outcomes.

• Lecture method does not mean only traditional method, but different type of teaching methods may be adopted to develop the outcomes.

• Adopt Problem Based Learning (PBL), which fosters students' Analytical skills, develop thinking skills such as the ability to evaluate, generalize, and analyze information rather than simply recall it.

• Topics will be introduced in a multiple representation and encourage the students to come up with their own creative ways to solve them.

• Discuss how every concept can be applied to the real world and when that's possible, it helps to improve the students' understanding.

UNIT I – MODELING WITH SPREADSHEETS	9+3
Getting started with excel - Formatting – Functions: Date and Time, Logical, Mathematical, String, Finance, Statistical Functions – Create charts. Getting started with SPSS – Descriptive Statistics with charts – Frequency, Central Tendency and Dispersion. Getting started with word – Basic editing skills	

– Formatting paragraphs – Tables.

Practical exercise:

1. Basic editing skills and creating a table in Microsoft word.

2. Summarizing Data for a Categorical and Quantitative Variables and Financial Calculations in Microsoft Excel

UNIT II – LINEAR PROGRAMMING	9+3

Linear Programming formulation - Solution by graphical and simplex methods (Primal - Penalty, Two Phase) - Special cases.

Applications: Industrial Problems of Linear Programming

Practical exercise:

1. Simplex method in Microsoft Excel

2. Big M method in Microsoft Excel

3. Two phase method in Microsoft Excel

UNIT III – TRANSPORTATION AND ASSIGNMENT PROBLEM	9+3

Transportation Models (Minimizing and Maximizing Problems) – Balanced and unbalanced Problems – Initial Basic feasible solution by N-W Corner Rule, Least cost and Vogel's approximation methods - Solution by MODI / Stepping Stone method - Assignment Models (Minimizing and Maximizing Problems) – Balanced and Unbalanced Problems - Solution by Hungarian method.

Applications: Transhipment Problem and Travelling Salesman problem

Practical exercise:

1. North West Corner rule in Microsoft Excel

2. Least Cost Method in Microsoft Excel

3. Vogel's Approximation Method in Microsoft Excel

4. Hungarian method in Microsoft Excel

UNIT IV – GAME THEORY	9+3

Game Theory- Basic Concept and Terminologies, Two-person Zero-sum Game, and Game with Pure and Mixed Strategies: Saddle point, Dominance Rule

Applications: Graphical and Linear Programming Solutions in Game theory

UNIT V – QUEUING THEORY AND SIMULATION	9+3

Structure of a queuing system – Operating characteristics of queuing system — Arrival and service processes – Deterministic queuing models: M/M/1 Model of infinite queue – M/M/1 model of finite queue

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Applications: Monte Carlo simulation: use of random numbers, application of simulation techniques.

Practical exercise:

1. Random number generation in Microsoft Excel
2. Monte Carlo Simulation in Microsoft Excel

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Solve the model using the learned skills in translating business decision problems into mathematical models and selecting appropriate mathematical techniques	K3
CO2	Apply various methods to optimize the linear programming problem.	K3
CO3	Demonstrate usage of MS Excel Solver in closed/open transport and assignment problem solving, with or without additional conditions.	K2
CO4	Apply the knowledge of game theory concepts to real world decision situations wherein it is required to identify, analyze, and practice to make strategic decisions to counter the consequences	K3
CO5	Apply inventory control system to ensure the control over the production management	K3

COs and POs Mapping:

COs	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3	3	3	2	-	-
CO2	3	2	1	2	1	3	3
CO3	2	3	2	-	-	-	-
CO4	1	2	2	2	1	2	-
CO5	-	1	-	-	2	-	3

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

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Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE) – Theory	CIE – I	100	50	100	25
	CIE – II	100			
	MCQ	20	10		
	Skill Assessment – I	40	40		
	Skill Assessment – II	40			
Continuous Internal Examination (CIE) - Laboratory	Continuous Assessment	75	75	100	25
	Model Lab Exam	25	25		
End Semester Examination (ESE)	Theory Exam	100	35	50	50
	Lab Exam	100	15		
Total					100

Skill Assessment Components: Individual Assignment / Worksheet / Case Study / Mini Project

End semester Examination: (QP PATTERN)

● Each unit consists of two 2 marks questions and one 16 marks question (either or).

● All the fifteen questions have to be answered.

Text Books:

1. Gupta P.K, Hira D.S, "Operations Research", 7th Edition S.Chand and Co, 2021

2. N.D. Vohra, Quantitative Techniques in Management, Tata, McGraw Hill Publications, 4th Edition.

3. S. D. Sharma, Operations Research, Kedarnath Ramnath and Company, 2008.

Reference Books:

1. Anderson, Sweeney, Williams, Camm, Martin, Quantitative Methods for Business, 12e, CengageLearning, 2013.

2. Taha, Hamdy A. Operations Research: An Introduction (9/e). Prentice Hall, 2010.

3. Bal Krishnan, Render, Stair, Jr., Managerial Decisions Modeling with Spreadsheets, Pearson Education.

4. Nagraj B, Barry R and Ralph M. S Jr., Managerial Decision Modelling with Spreadsheets, Second Edition, 2007, Pearson Education.

5. William J.Stevenson, CeyhunOzgur, "Management Science with Spread sheets", (3rd ed. reprint), Tata Mcgraw Hill, 2007.

Web Links and Video Lectures (E-Resources):

1.   So lution of LPP: Simplex Method
    https://www.nptelvideos.com/lecture.php?id=14316

2. Dual Simplex Method:
    https://www.nptelvideos.com/lecture.php?id=14321

3. Assignment Problems:
    https://www.nptelvideos.com/lecture.php?id=14327

4. 333190999Travelling Salesman Problem
    https://www.nptelvideos.com/lecture.php?id=14332

Equivalent NPTEL/SWAYAM Courses:

S.No.	Course Title	Course Instructor	Host Institute
1	Exceling with Mathematical Modeling	Prof. Sandip Banerjee	IIT Roorkee
2	Operations Research	Prof. Kusumdeep	IIT Roorkee
3	A Primer to Mathematical Optimization	Prof. Debdas Ghosh	IIT(BHU) Varanasi

Cour3se Code:	24MG207	Course Title:	Introduction Of AI & ML
Credits:	**3**	**L – T – P**	**3-0-0**

Course objectives:

To impart knowledge on the

- Study about uninformed and Heuristic search techniques.

- Learn techniques for reasoning under uncertainty

- Introduce Machine Learning and supervised learning algorithms

- Study about ensembling and unsupervised learning algorithms

- Learn the basics of deep learning using neural networks

Teaching-Learning Process:

Suggested strategies that teachers may use to effectively achieve the course outcomes:

1. Chalk and Talk

2. NPTEL and Other Videos

3. Smart Class Room

4. Field visit

5. Project based learning

6. Industrial Visit

UNIT I - PROBLEM SOLVING	9

Introduction to AI - AI Applications - Problem solving agents – search algorithms – uninformed search strategies – Heuristic search strategies – Local search and optimization problems – adversarial search – constraint satisfaction problems (CSP)

UNIT II - PROBABILISTIC REASONING	9

Acting under uncertainty – Bayesian inference – naïve bayes models. Probabilistic reasoning – Bayesian networks – exact inference in BN – approximate inference in BN – causal networks

UNIT III - SUPERVISED LEARNING	9

Introduction to machine learning – Linear Regression Models: Least squares, single & multiple variables, Bayesian linear regression, gradient descent, Linear Classification Models: Discriminant function – Probabilistic discriminative model - Logistic regression, Probabilistic generative model – Naive Bayes, Maximum margin classifier – Support vector machine, Decision Tree, Random forests

UNIT IV- ENSEMBLE TECHNIQUES AND UNSUPERVISED LEARNING	9

Combining multiple learners: Model combination schemes, Voting, Ensemble Learning - bagging, boosting, stacking, Unsupervised learning: K-means, Instance Based Learning: KNN, Gaussian mixture models and Expectation maximization

UNIT V-NEURAL NETWORKS	9

Perceptron - Multilayer perceptron, activation functions, network training – gradient descent optimization – stochastic gradient descent, error back propagation, from shallow networks to deep networks –Unit saturation (aka the vanishing gradient problem) – ReLU, hyper parameter tuning, batch normalization, regularization, dropout.

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Use appropriate search algorithms for problem solving.	K3
CO2	Apply probabilistic models examine data using statistical codes.	K3
CO3	Build supervised learning models for accurate predictions	K3
CO4	Build unsupervised models organizing large datasets into clusters	K3
CO5	Build deep learning neural network models help computers make intelligent decisions	K3

COs and POs Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	3	2	2	3	3	-	2
CO2	2	2	3	2	-	2	-
CO3	1	1	2	3	2	1	1
CO4	3	3	3	3	-	3	3
CO5	2	1	1	1	3	3	-

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

Component	Type of assessment	Max Mark	Reduced Marks	Total	Final marks

		s			
Continuous Internal Examination (CIE)	CIE – I	100	50	100	40
	CIE – II	100			
	MCQ	20	10		
	Skill Assessment – I	40	40		
	Skill Assessment – II	40			
End Semester Examination (ESE)	Theory Exam	100	60	60	60
Total					100

End semester Examination: (QP PATTERN)

●   Each unit consists of two 2 marks questions and five 13 marks question (either or) from each Unit

●   All the fifteen questions have to be answered.

●   One case analysis for 15 marks with either or choice.

Text Books:

1. Stuart Russell and Peter Norvig, "Artificial Intelligence – A Modern Approach", Fourth Edition, Pearson Education, 2021.
2. Ethem Alpaydin, "Introduction to Machine Learning", MIT Press, Fourth Edition, 2020.

Reference Books:

1. Dan W. Patterson, "Introduction to Artificial Intelligence and Expert Systems", Pearson Education,2007
2. Kevin Night, Elaine Rich, and Nair B., "Artificial Intelligence", McGraw Hill, 2008
3. Patrick H. Winston, "Artificial Intelligence", Third Edition, Pearson Education, 2006
4. Deepak Khemani, "Artificial Intelligence", Tata McGraw Hill Education, 2013
5. Christopher M. Bishop, "Pattern Recognition and Machine Learning", Springer, 2006.
6. Tom Mitchell, "Machine Learning", McGraw Hill, 3rd Edition,1997.
7. Charu C. Aggarwal, "Data Classification Algorithms and Applications", CRC Press, 2014
8. Mehryar Mohri, Afshin Rostamizadeh, Ameet Talwalkar, "Foundations of Machine Learning", MIT Press, 2012.
9. Ian Goodfellow, Yoshua Bengio, Aaron Courville, "Deep Learning", MIT Press, 2016

Web Links and Video Lectures (E-Resources):

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1. Artificial   Intelligence:

   https://www.google.com/url?q=https://onlinecourses.nptel.ac.in/noc24_cs88/preview

2. Machine   Learning:

   https://www.google.com/url?q=https://onlinecourses.nptel.ac.in/noc24_cs101/preview

3. Reinforcement   Learning:

   https://www.google.com/url?q=https://onlinecourses.nptel.ac.in/noc24_cs102/preview

Course Code:	24MG208	Course Title:	**Total Quality Management**
Credits:	**3**	**L – T – P**	**3-0-0**

Course objectives:
• To learn the various principles and practices of Total Quality Management
Teaching-Learning Process:
Suggested strategies that teachers may use to effectively achieve the course outcomes: 1. Chalk and Talk   2. Lab experiment videos   3. Blended Mode of Learning   4. Project based Learning   5. Experiential Learning   6. NPTEL and Other Videos   7. Smart Class Room   8. Flipped Class

UNIT I – INTRODUCTION TO TOTAL QUALITY MANAGEMENT	**9**
TQM definition, Framework, Benefits, awareness and obstacles, Quality – vision, mission and policy statements. Customer Focus – customer perception of quality, Translating needs into requirements, customer retention. Dimensions of product and service quality. Cost of quality.	
UNIT II – TOTAL QUALITY MANAGEMENT PHILOSOPHIES AND PRINCIPLES	**9**
Overview of the contributions of Deming, Juran Crosby, Masaaki Imai, Feigenbaum, Ishikawa, Continuous Improvement- Kaizen, Concepts of Quality circle, Japanese 5S principles and 8D methodology.	

UNIT III – STATISTICAL PROCESS CONTROL	9
Meaning and significance of statistical process control (SPC) – construction of control charts for variables and attributes. Process capability – Meaning, significance and measurement – Six sigma - concepts of process capability. Reliability concepts – Definitions, reliability in series and parallel, product life characteristics curve. Total productive maintenance (TMP), Tero Technology. Business process Improvement (BPI) – Principles, applications, reengineering process, benefits and limitations.	

UNIT IV – QUALITY TOOLS AND TECHNIQUES	9
Quality functions development (QFD) – Benefits, Voice of customer, information organization, House of quality (HOQ), building a HOQ, QFD process. Failure mode effect analysis (FMEA) – FMEA stages, design, process and documentation. Seven Tools (old & new). Bench marking and POKAYOKE.	

UNIT V – QUALITY MANAGEMENT SYSTEMS	9
Introduction to IS/ISO 9004:2018 – Quality management systems – Guidelines for performance improvements. Environmental Management system, ISO 14000, Quality Audits. TQM culture, Leadership – Quality council, employee involvement, motivation, empowerment, recognition and Reward.	

[30 hours]

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Explain the principles of total quality management, Quality statement and cost of Quality and its effect on organizations.	K2
CO2	Apply TQM principles and concepts of continuous improvement.	K3
CO3	Apply statistical process control to enhance quality.	K3
CO4	Evaluate the tools and techniques of TQM towards customer driven excellence.	K4
CO5	Develop TQM culture and Quality management system in industries.	K3

COs and POs Mapping:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	3	2	3	2	-	-
CO2	3	2	1	-	3	3	1
CO3	2	1	1	-	2	-	-
CO4	1	-	1	2	2	2	2

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CO5	3	2	1	1	1	-	2

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE) – Theory	CIE – I	100	50	100	40
	CIE – II	100			
	MCQ	20	10		
	Skill Assessment – I	40	40		
	Skill Assessment – II	40			
End Semester Examination (ESE)	Theory Exam	100	60	60	60
Total					100

End semester Examination: (QP PATTERN)

- Each unit consists of two 2 marks questions and five (either or) 13 marks questions as one from each unit.
- All the thirteen-mark questions have to be answered.
- One either or questions as case analysis.

Text Books:

1. Total Quality Management by N.V.R Naidu, G. Rajendra New Age international, ,First Edition,Jan 2006

2. Total Quality Management by R.S Naagarazan ,New Age international,3e, 2015

Reference Books:

1. Dale H. Besterfield, Carol Besterfield-Michna, Glen H. Besterfield, Mary Besterfield -Sacre, Hemant Urdhwareshe, Rashmi Urdhwareshe, Total Quality Management (TQM), Fifth edition, Pearson Education, 2018.

2. Shridhara Bhat K, Total Quality Management – Text and Cases, Himalaya Publishing House, First Edition 2010

3. Poornima M.Charantimath, Total Quality Management, Pearson Education, Second Edition, 2011.

4. Douglas C. Montgomory, Introduction to Statistical Quality Control, Wiley Student Edition4th Edition, Wiley India Pvt Limited, 2008.

5. Indian standard – quality management systems – Guidelines for performance improvement (Fifth Revision), Bureau of Indian standards, New Delhi.

6. Panneerselvam.R, Sivasankaran. P, Quality Management, PHI Learning, 2014.

Web Links and Video Lectures (E-Resources):
1. Total Quality Management :https://archive.nptel.ac.in/courses/110/104/110104080/
2. Concepts in Quality Management – I: https://www.youtube.com/watch?v=SMOQV2CyVQo
3. Quality Management Systems – I: https://www.youtube.com/watch?v=AK8fm7t3tZU
4. Quality Design and Control: https://archive.nptel.ac.in/courses/110/105/110105088/

Suggested Skill Activities:
1. BIZ (Business) Quiz: This is a group activity. Biz quiz enlightens the students in the area of emerging trends in businesses. Students have to contest as a group with remaining groups. During the activity the groups shall be asked various questions about the company names, Taglines, brand ambassadors and chief executive officers etc. Key focus of this activity is to examine the student's awareness in the area of emerging trends in business.
2. Debate: This is a group activity. The main objective of this activity is to examine the Subject knowledge, critical thinking and coordination among team members.
3. Case Study or Case Analysis: This is the most interesting management activity. Generally, In case study a real time business¬ problem will be given to the students and students are supposed to study, analyse and find out the solution for them. Case study focuses on problem solving skills, leadership skills, and analytical skills and presentation skills among the students.

4. Ad Making: Ad Making is a group activity. In this activity a team will be given a product or service. Based upon the product or service students have to prepare ad. For which each team will be given some time duration. The main objective of this management activity is to identify and develop the creative and innovative thinking among the students and also develops coordination among team members.

5. News Paper Analysis: This is an individual management activity. In this activity students will be given Newspaper and they are supposed to read a particular bulletin and analyze the same in front of the audience. This activity emphasizes on students understanding about a topic and focuses on improving communication skills and analysing current political and business updates.

Course Code:	24MG232	Course Title:	Business Lab
Credits:	1	L – T – P	0-0-2

Course objectives:

- To learn the applications of tally software in business accounting.

- To create accounting documents using Tally software

- To create a mock investment portfolio account

- To calculate GST (mock) using online platform

- To create and maintain a Linked in ID.

Teaching-Learning Process:

Suggested strategies that teachers may use to effectively achieve the course outcomes:

1. Smart Class Room

2. Field visit

3. Project based learning

4. Industrial Visit

UNIT I – TALLY-I	9

Company Creation , Creating groups, Creation of groups and ledgers, Creating journal entries, credit and debit entries , Preparation cash book and contra entry.

UNIT II – TALLY –II	9
Preparing trial balance and final accounts, Preparing revenue management and portfolio selection, Preparing final accounts with adjustments, Preparing inventory creation, purchase and sales order, Preparing sales journal, Rejections and delivery notes	
UNIT III - MOCK STOCT MARKET OPERATIONS	9
A mock or virtual portfolio or trading portfolio can help ambitious teen investors get over their fear of making their first investment. Young investors can experience the ups and downs of the stock and crypto currency market by using virtual stock market simulators that extract values from the actual market and fake money.	
UNIT IV- ONLINE PLATFORMS FOR BUSINESS MODELS	9
Mock GST calculation online. Usage of Creative common mail chimp, Trello, SEMrush	
UNIT V- NETTIQUETTES	9
Netiquettes- How to manage linkedin profile, creation, uploading post, professional connectivity, getting connected and building rapport, creating customer relationship through Linkedin.	

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	Utilize tally for company & group creation, ledger entries and cash book preparation.	K3
CO2	Utilize tally for preparing trial balance, P/L account, final accounts & inventory management.	K3
CO3	Apply the knowledge acquired in portfolio management	K3
CO4	Utilize the skill acquired in making online GST payments	K3
CO5	Make use of social media LinkedIn id for professional development and connectivity.	K3

COs and POs Mapping:

Cos	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	2	2	2	1	-	2	2
CO2	1	-	-	2	1	1	-
CO3	2	-	2	1	2	-	2
CO4	3	2	1	1	1	3	-
CO5	1	2	1	2		3	-

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Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

Component	Type of Assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE)	Continuous Assessment	75	75	100	60
	Model Lab Exam	25	25		
End Semester Examination (ESE)	Lab Exam	100	40	40	40
					100

Reference Books:

1.Psychology of money- Morgan Housel

2.Rich dad poor dad –Robert Kiyosaki

3.Learn Tally Prime with Gaurav Aggarwal

Web Links and Video Lectures (E-Resources):

1. https://moneybhai.moneycontrol.com/ for mock stock market operations

2.60 Day Challenge - Test your trading discipline – Zerodha

   For mock stock market operations.

3. For market automation - https://mailchimp.com/

4. https://trello.com/ - for project management

5. https://www.semrush.com/ -for marketing management

6. https://in.linkedin.com/ -linkedin profile and account.

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Course Code:	24MG231	Course Title:	**Managerial Skill Development –II**
Credits:	**2**	**L – T – P**	**0-0-4**

Course objectives:

- To develop knowledge, skills and attitude among the students which create in them industry readiness.

- To improvise students listening skills and to make them understand the dynamics of effective listening.

- To develop students' awareness about real time happening in business and current events.

- To help students improve their communication skills in all contexts of business process.

Teaching-Learning Process:

Suggested strategies that teachers may use to effectively achieve the course outcomes:

1. Field survey
2. Interview
3. Group Discussions
4. Blended Mode of Learning
5. Experiential Learning
6. NPTEL and Other Videos
7. Smart Class Room
8. Flipped Class
9. Interaction with industrialist
10. Observing professionals

UNIT I –LISTENING	**10**

Focuses on Listening:

Listening to Principles of Effective Presentations, Principles governing the use of audio visual media - Principles of Non-Verbal Communication. Professional dressing and body language -

Types of managerial speeches - Presentations and Extempore - speech of introduction, speech of thanks, occasional speech, theme speech.

UNIT II – CURRENT BUSINESS EVENTS	**10**

Focuses on Communication

Group communication: Meetings, group discussions. - Other Aspects of Communication: Cross Cultural Dimensions of Business Communication Technology and Communication, Ethical & Legal Issues in Business Communication - Inter communication through notice, circulars, agenda, minutes, reports.

Static Content:

Prepare Circular, agenda, minutes, reports, Case Studies.

Exercises on Corporate Writing, Executive Summary of Documents,.

Describing a process in industry

Writing- Writing a Complaint Letter about a manufacturing defect of a product.

UNIT III – PRESENTATION	10

Comprehensive listening, Public Speaking, Telephone Conversation, Communicating between teams, Informational Listening, Critical Listening, Discriminative Listening - Business Communications.

Static Content:

Creative Writing, Poster Making, Framing Advertisements, Slogans, Captions,

Preparing Press Release and Press Notes.

UNIT IV – INTERVIEW PROCESS	10

Mastering the art of giving interviews in - selection or placement interviews, discipline interviews, appraisal interviews, exit interviews, web /video conferencing, tele-meeting.

Static Content:

- Web /video conferencing, tele-meeting.
- Mock Interview
- Preparations before attend an Interview
- Preparing possible interview questions.

UNIT V – RESUME PREPARATION	10

Present the selected topic - How to prepare Job application letter and Resume/CV?

Making a short speech- Extempore.

Static Content:

- How to prepare Job application letter and Resume/CV?
- Writing Instructions

Course outcomes:

On completion of the course, the student will have the ability to:

CO1	To develop good managerial communication skills	K3
CO2	To identify and make use of different forms of written communication required in a business context.	K3
CO3	To develop good presentation skills	K3
CO4	To make use of interview skills.	K3
CO5	Make use of Jthe skills in preparing job application letters.	K3

COs and POs Mapping:

COs	Pos						
	PO1	**PO2**	**PO3**	**PO4**	**PO5**	**PO6**	**PO7**
CO1	3	2	-	-	-	1	2
CO2	2	-	2	-	-	-	1
CO3	1	1	2	-	-	-	-
CO4	-	-	3	-	-	-	-
CO5	1	1	1	-	-	-	2

Level 3- Highly Mapped, Level 2- Moderately Mapped, Level 1- Low Mapped, Level 0- Not Mapped

Scheme of Evaluation:

Component	Type of assessment	Max Marks	Reduced Marks	Total	Final marks
Continuous Internal Examination (CIE)	Continuous Assessment	75	75	100	60
	Model Lab Exam	25	25		
End Semester Examination (ESE)	Lab Exam	100	40	40	40
TOTAL					100

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Reference Books:

4. Darren Hardy (2021). The Compound Effect, Manjul Publishing House, Macmillan.

5. Greg McKeown, (2021). Essentialism: The Disciplined Pursuit of Less, Virgin Books.

6. Scott H. Young (2019).Ultralearning: Accelerate Your Career, Master Hard Skills and Outsmart the Competition, HarperCollins

CREDIT INFO		
Sl.No	**Category**	**Credits**
1	Professional Core Courses (PCC)	54
2	Professional Electives Courses (PEC)	18
3	Employability Enhancement Courses (EEC)	18
4	Skill Enhancement Course (SEC)	5
Total Credits		95