



**SMU** SIKKIM  
MANIPAL  
UNIVERSITY

*Established under Govt. of Sikkim, Act 9 of 1995, recognised under 2(f) of the UGC Act, 1956*



**Program Project Report (PPR)**  
**Master of Business Administration**  
**(MBA)**

**Sikkim Manipal University**  
**Centre for Distance and Online**  
**Education (CDOE)**

# **Sikkim Manipal University**

## **Vision**

Global Leadership in Human Development, Excellence in Education and Healthcare

## **Mission**

Develop professionals of excellent calibre in the field of Health Sciences, Engineering, Management, Medical Biotechnology, Basic and Social Sciences, with a humane approach, capable of shouldering and responsibility of building the nation and be global competent

## **Centre for Distance and Online Education (CDOE)**

## **Vision**

Empowering tomorrow's global learners through accessible, innovative, and inclusive online education

## **Mission**

To foster a dynamic virtual learning environment that transcends boundaries, leveraging technology and pedagogical excellence to cultivate personalized, lifelong learning experiences diverse communities worldwide

## **Table of Contents**

<b>1. Programme's Mission and Objectives.....</b>	<b>4</b>
<b>2. Relevance of Programme with Sikkim Manipal University, Mission and Goals .....</b>	<b>5</b>
<b>3. Nature of Prospective - Target Group of Learners .....</b>	<b>5</b>
<b>4. Appropriateness of Programme to be Conducted in Online Mode to Acquire Specific Skills and Competence .....</b>	<b>6</b>
<b>5. Instructional Design .....</b>	<b>6</b>
<b>5.1 Curriculum Design .....</b>	<b>6</b>
<b>5.2 Programme Structure and Detailed Syllabus .....</b>	<b>7</b>
<b>5.3 Duration of the Programme .....</b>	<b>45</b>
<b>5.4 Faculty and Support Staff Requirement .....</b>	<b>45</b>
<b>5.5 Instructional Delivery Mechanisms .....</b>	<b>45</b>
<b>5.6 Identification of Media–print, Audio or Video, Online, Computer Aided .....</b>	<b>46</b>
<b>5.7 Student Support Services.....</b>	<b>46</b>
<b>6. Procedure for Admission, Curriculum Transaction and Evaluation .....</b>	<b>46</b>
<b>6.1 Procedure for Admission.....</b>	<b>47</b>
<b>6.2 Curriculum Transactions.....</b>	<b>48</b>
<b>6.3 Evaluation .....</b>	<b>50</b>
<b>7. Requirement of the Laboratory Support and Library Resources.....</b>	<b>52</b>
<b>7.1 Laboratory Support .....</b>	<b>52</b>
<b>7.2 Library Resources .....</b>	<b>52</b>
<b>8. Cost Estimate of the Programme and the Provisions .....</b>	<b>52</b>
<b>9. Quality Assurance Mechanism and Expected Programme Outcomes.....</b>	<b>52</b>

## **PROGRAMME PROJECT REPORT**

### **Introduction**

At every step in one's life, one needs to transform, to compete, and improve. In today's dynamic business environment, being acquainted with concepts is not enough. It is essential to acquire and constantly upgrade knowledge about various dimensions of accounting and finance. The Centre for Distance and Online Education (CDOE) MBA Programme imparts knowledge and skill sets to students to achieve this and face real world challenges. The Program teaches application of innovative practices to current business situations. It incorporates analysis of contemporary issues besides providing a strong theoretical foundation. It provides a collaborative learning environment with dedicated faculty to ensure students achieve their full potential. The online MBA Programme teaches one to work smartly, take the lead in critical situations, and influence business decisions more effectively. It teaches one to not only work efficiently, but also shape the business environment and create opportunities for further growth.

It aims to provide the students with a wide range of skills and competence in management. The two-year programme equips students with the knowledge of advance accounting and financial management, legal environment of business, export and import laws, economic policies and other aspects that influences trade and business. This programme tries for excellence in management studies and training for accounting, taxation, banking, changing socio-cultural aspirations, the IT revolution and globalisation of economies. The Programme is designed to instil confidence, improve knowledge, and act as a catalyst in the search for success and growth. SMU offers an online MBA program with four distinct specializations, and marketing as a compulsory specialization along all other specializations, catering to the diverse career aspirations of students. The Finance specialization equips students with knowledge in financial analysis, investment strategies, and corporate finance, preparing them for roles in banking, investment, and financial planning. The Human Resources specialization focuses on talent management, organizational behaviour, and labour relations, essential for effective workforce management. The Information Systems specialization combines IT and business management, teaching students how to integrate technology solutions to enhance business processes. Lastly, Operations and Supply Chain Management (SCM) is designed for those interested in optimizing business processes and managing the flow of goods and services. This specialization focuses on key areas such as production planning, logistics, quality control, inventory management, and procurement.

### **1. Programme's Mission and Objectives**

To offer a high-quality Masters' degree in Management (MBA) through online mode to the students and working professionals to help them develop Managerial and Leadership skills to enhance their career prospects. The students will be able to move up their career ladder and/or launch out on an entrepreneurial career.

### **Mission**

- To bridge the gap between theory and practice in the knowledge economy
- To develop knowledgeable leaders with high degree of integrity and ethics
- To undertake research and innovation for catering to the emerging societal needs

### **Objective**

- To prepare students to detect, formulate and resolve real life and industrial problems with their knowledge of management
- To develop managerial and research skills to perform assigned roles
- To infuse high ethical and moral values among students to meet their career objectives
- To provide a healthy, sound, and challenging environment to attain holistic management education as per the requirements of the industry

## **2. Relevance of Programme with Sikkim Manipal University, Mission and Goals**

In order to align with the mission and goals of Sikkim Manipal University, the Online MBA Programme is planned to enable students and working professionals to acquire and practice leadership and negotiation skills, and to demonstrate analysis and information literacy skills, to solve problems and make decisions in a global context.

- The management graduates should be able to inculcate life-long learning, to solve the dynamic business problems and to enhance decision making capabilities.
- The management graduates should be able to communicate, solve problems, work collaboratively with the stakeholders of the organization.
- The management graduates should be able to perform the multidisciplinary and challenging tasks of the corporate world with highest standards of ethics and integrity.
- The management graduates should be able to nurture the spirit of innovation, creativity, leadership, and entrepreneurship.

## **3. Nature of Prospective - Target Group of Learners**

It is by now well accepted that an MBA degree is an important tool for professionals to enhance their knowledge of business, expand their career options and move up their career ladder, acquire leadership skills or embark on an entrepreneurial journey. This online programme has been designed for conventional learners, as well as working professionals and other individuals aspiring to acquire knowledge and associated academic credentials. Considering that all candidates interested in pursuing a degree may not be able to afford the same through a campus mode for reasons of paucity of time or financial constraints, online delivery is a feasible option to enable them to acquire knowledge and skills. Delivery through this mode also contributes towards Gross Enrolment Ratio (GER) of 50% by 2035, as envisaged by the Government of India.

The programme is so designed that the prospective students who may not be able to afford full time, residential MBA are provided with high value learning, anytime, anywhere, at one's own pace.

#### **4. Appropriateness of Programme to be Conducted in Online Mode to Acquire Specific Skills and Competence**

The courses in the programme are delivered through Self-Learning e-Module which is a modular unit of e-learning material which is inter-alia self-explanatory, self-contained, self-directed at the learner, and amenable to self-evaluation, and enables the learner to acquire the prescribed level of learning in a course of study and includes contents in the form of a combination of the following e-Learning content, and made available through a four-quadrant approach namely,

- (a) e-Tutorial - faculty led Audio-Video Lectures
- (b) e-Content (combination of PDF/ epub) Text Materials
- (c) Discussion forum for raising doubts and clarifying the same on real time basis by the Course Coordinators/Course Mentors assigned to students
- (d) Self- Assessment Quiz, Test and Assignments to reinforce learning

Reference books are also mentioned in the syllabus. Latest edition of reference books may be referred to.

A robust Learning Management System that keeps track of delivery of e-Learning Programmes, learner's engagement, assessment, results, and reporting in one centralized location, is in place. All of the above can be done/delivered online and on other platforms without much loss of fidelity. Hence, the MBA programme is suited for online mode of learning.

#### **5. Instructional Design**

##### **5.1 Curriculum Design**

Curriculum has been designed by experts in Management and Information Technology and care has been taken to include contemporary topics, as well as topics that also inculcate environmental awareness in students. The curriculum and syllabus are approved by the Board of Studies, Centre for Internal Quality Assurance (CIQA), and University Academic Council which consists of experts from Academia and Industry.

## 5.2. Programme Structure and Detailed Syllabus

### 5.2.1 Programme Structure

SEMESTER	CATEGORY	SUBJECTS		CREDITS	TOTAL SEM CREDITS	
1	<b>Core Subjects</b>	O01CA501	Principles of Management and Organizational Behaviour	4	27	
		O01CA502	Marketing Management	4		
		O01CA503	Accounting for Managers	4		
		O01CA504	Business Economics	4		
		O01CA505	Business Communication	4		
		O01CA506	Legal Aspects of Business	4		
		O01CA507	Computer Application in Management	3		
2	<b>Core Subjects</b>	O01CA508	Quantitative Methods in Management	4	27	
		O01CA509	Human Resource Management	4		
		O01CA510	Financial Management	4		
		O01CA511	Productions and Operations Management	4		
		O01CA512	Research Methodology and Statistical Techniques	4		
		O01CA513	Global Economic Environment and Policy	4		
		O01CA514	Management Information Systems	3		
<b>*Learners will be allowed to select any one specialization from the below with marketing as core</b>						
3	<b>Core Subjects</b>	O01CA601	Project Management	4	24	
		O01CA602	Business Strategy	4		
	<b>Marketing as Compulsory</b>	O01EA601	Consumer Behaviour and Advertisement and Brand Management	4		
		O01EA602	Retail and Distribution Management and Supply Chain Management	4		
	<b>Specialization</b>					
	<b>HR</b>	O01EA603	Industrial Relation	4		
		O01EA604	Competency Mapping & Performance Management	4		
	<b>System</b>	O01EA605	Object Oriented Programming System & Open-Source System	4		
		O01EA606	Database Management Systems	4		
	<b>Operations &amp; Supply Chain Management</b>	O01EA607	Operation and Logistics Management	4		
		O01EA608	Supply Chain Management	4		
	<b>Finance</b>	O01EA609	Security Analysis and Portfolio Management & Derivative Market	4		
		O01EA610	Taxation	4		
4	<b>Core Subjects</b>	O01CA603	Banking and Insurance Management	4	24	
		O01EA611	Market Research	4		
	<b>Marketing as compulsory</b>	O01EA612	Service Marketing & Global Marketing	4		
		<b>Specialization</b>				
	<b>HR</b>	O01EA613	Organization Development & Human Resource Development	4		
		O01EA614	Compensation Management & International Human Resource Management	4		
	<b>System</b>	O01EA615	E-Commerce	4		
		O01EA616	Technology Management and Strategy	4		
	<b>Operations &amp; Supply Chain Management</b>	O01EA617	Materials and Store Management	4		
		O01EA618	Quality Management and Global Supply Chain Management	4		
	<b>Finance</b>	O01EA619	Multinational Finance & Risk Exposure Management	4		
		O01EA620	Marketing of Financial Services & Mergers and Acquisitions	4		

	<b>Core Subjects</b>	O01CA604	Project Work	4	
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### 5.2.2 Detailed Syllabus

<b>Unit</b>	<b>O01CA501 Principles of Management and Organization Behaviour, Credits: 4</b>
<b>Learning Objective</b>	<b>To familiarize the students with the basic management concepts, behavioural process, organization structure and design, nature and description of managerial functions, individual decision-making process, interpersonal group dynamics and group decision-making</b>
1	Evolution of Management Thought, Principles of Management, Introduction to Management and Management Process: Introduction, Importance of Management, Management Process/Functions, and a System View
2	Managerial Roles, Functions and Skills Function of Management, Interpersonal, Informational and Decisional Roles of a Manager. Development of Management Thought Historical background that forms the base for various management theories and concepts, contribution made by F.W Taylor, Henri Fayol and Peter Drucker.
3	Planning and Decision Making: Introduction, Importance of Planning, Types of Planning, Steps in Planning, Decision Making, Model in Planning and Decision Making. Organizing and staffing: Introduction, Importance of Organizing, Types of Organizations, Organizational Division and Span of Control, Types of Departmentation, Staffing and its Importance in the Organization, Line and Staff Concept, Staffing Concept and HR Management
4	Leading: Introduction, Comparison and Contrasting of Directing and Leading, Characteristics of Leading, Importance of Leading, Functions of Leading
5	Controlling: Introduction, Importance and Process, Critical Control Points. Control as a Feedback System, Prerequisites of Effective Control, Control Techniques, IT Enabled ‘Controls’ and its Challenges
6	Introduction to OB: Introduction, Historical Perspective, Approaches to and Importance, Framework for Learning OB, The Intricate Relation between MP and OB, Human Resources Management Relationship, Limitations of OB, Globalization and OB
7	Individual Level Behavioural Variables – 1 (Personality, Perception): Introduction, Personality, Definition and Determinants, Personality Traits, Personality Attributes Affecting OB, Definition, Importance and Factors Influencing Perception, Perception and Making Judgment about Others
8	Individual Level Behavioural Variables – 2 (Values, Attitudes and Emotions): Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence, Indian Perspective on EI
9	Individual Level Behavioural Variables – 3: Introduction, Learning and its Applications in Organizations. Definition and Importance of Motivation, Early Theories in Motivation, Contemporary Theories in Motivation, Motivational Tools in Organization
10	Group Level Behavioural - 1 (The group): Introduction, Concept of Groups, Stages of Group Formation and Group Process, Work Group Behaviour, Factors that Affect Group Behaviour, Implications of Group Process for Organizations
11	Group Level Behavioural- 2 (The team): Introduction, Definition and Overview of a Team, Seventeen Characteristics of an Effective Team, Designing a Team –Team

	Wheel, Key Issues in Team Building, The Seven Step of Intact Team Building, Cross Functional Teams
12	Group Level Behaviour- 3 (Leadership): Introduction, Overview of Leadership, Role of Leadership in Contemporary Business, Theories of Leadership, Contingency Theories of Leadership, New Leadership Theories.

Unit	<b>O01CA502 Marketing Management, Credits: 4</b>
<b>Learning Objective</b>	<b>To develop an understand the strategies and issues involved in marketing of the products and services, provide input with basic marketing concepts such as selling and marketing, market segmentation, targeting and positioning, market mix sales promotion, pricing and distribution management.</b>
<b>1</b>	Introduction to Marketing Management: Introduction, Market and Marketing, the Exchange Process, Core Concepts of Marketing, Functions of Marketing, Importance of Marketing, Marketing Orientations.
<b>2</b>	The Marketing Process: Introduction, Marketing Mix-The Traditional 4Ps, The Modern Components of the Mix- The Additional 3Ps, Developing an Effective Marketing Mix, Marketing Planning, Marketing Implementation and Control.
<b>3</b>	Marketing Environment: Introduction, Environmental Scanning, Analysing the Organization's Microenvironment, Company's Macro Environment, Differences between Micro and Macro Environment, Techniques of Environment Scanning.
<b>4</b>	Consumer buying behaviour: Introduction, Characteristics, Types of Buying Decision Behaviour: Henry Assael Model, Consumer Buying Decision Process, Buyer Decision Process for New Products, Buying Motives, Buyer Behaviour Models.
<b>5</b>	Business Buyer Behaviour: Introduction, Characteristics of Business Markets, Differences between Consumer and Business Buyer Behaviour, Buying Situations in Industrial/Business Market, Buying Roles in Industrial Marketing, Factors that Influence Business Buyers, Steps in Business Buying Process.
<b>6</b>	Segmentation, Targeting and Positioning: Introduction, Concept of Market Segmentation, Benefits of Market Segmentation, Requisites of Effective Market Segmentation, The Process of Market Segmentation, Basis for Segmenting Consumer Markets, Targeting (T), Market Positioning (P).
<b>7</b>	Product Management: Decisions, Development and Lifecycle Strategies: Introduction, Levels of Products, Classification of Products, Product Hierarchy, Product Line Strategies, Product Mix Strategies, Packaging and Labelling, New Product Development, Product Life Cycle (PLC).
<b>8</b>	Product Management-Brand and Branding Strategy: Introduction, Brand and Branding, Advantages and Disadvantages of Branding, Brand Equity, Brand Positioning, Brand Name Selection, Brand Sponsorship, Brand Development.
<b>9</b>	Pricing: Introduction, Factors Affecting Price Decisions, Cost Based Pricing, Value Based and Competition Based Pricing, Product Mix Pricing Strategies, Adjusting the Price of the Product, Initiating and Responding to the Price Changes.
<b>10</b>	Distribution Management: Introduction, Need for Marketing Channels, Decisions Involved in Setting up the Channel, Channel Management Strategies, Introduction to Logistics Management, Introduction to Retailing, Wholesaling.

<b>11</b>	Promotion Management-Managing Non-Personal Communication Channels: Introduction, Integrated Marketing Communications (IMC), Communication Development Process, Budget Allocation Decisions in Marketing Communications, Introduction to Advertising, Fundamentals of Sales Promotion, Basics of Public Relations Publicity Personal Communication Channels: Introduction, Personal Selling, Sales Management Basics, HR Practices in Sales Management, Evaluation of Training, Personal Selling Process, Direct Marketing.
<b>12</b>	Marketing Research: Meaning and Scope of Marketing Research; Marketing Research Process.

<b>Unit</b>	<b>O01CA503 Accounting for Managers, Credits: 4</b>
<b>Learning Objective</b>	<b>To enable the students of business management to understand the basic concepts in accounting and utilize the same in planning, control and decision-making process of a business firm.</b>
<b>1</b>	Introduction to Accounting: Introduction, Objectives, Meaning of Accounting, Users of Accounting Information and Limitations of Accounting, Accounting Terminologies, Branches of Accounting.
<b>2</b>	Accounting Principles, Concepts and Conventions: Introduction, Objectives, Recording of Transactions: Introduction, Objectives, Book-keeping and Journalizing Transactions, Rules of Debit and Credit.
<b>3</b>	Secondary Books: Introduction, Objectives, Sub-divisions of a Journal, Ledger and "Trial Balance: Introduction, Objectives, Meaning and Objectives of Preparing a Trial Balance. Methods of Preparing a Trial Balance." Posting.
<b>4</b>	Final Accounts-I: Introduction, Objectives, Trading Account, Profit and Loss Account. Manufacturing Account, Balance Sheet of Trading and Service Sectors.
<b>5</b>	Final Accounts-II: Introduction, Objectives, Adjustment Entries before Preparing Final Accounts.
<b>6</b>	Nature and Significance of Cost Accounting: Fundamental Principles of Cost Accounting, its Objectives.
<b>7</b>	Analysis & Classification of Costs: Identification of Costs, Collection and Classification of Costs. Installation of a Costing System and Drafting a Cost Sheet.
<b>8</b>	Cost – Volume – Profit Analysis: Contribution, Break Even Analysis, Profit Volume Ratio, Margin of Safety.
<b>9</b>	Analysis and Interpretation of Financial Statements: Meaning, Steps, Objectives, Types of Analysis, Comparative Financial Statement, Common Size Financial Statement, Trend Analysis.
<b>10</b>	Ratio Analysis: Meaning, Advantages, Limitations, Classifications of Ratios
<b>11</b>	Cash Flow Statement: Meaning, Uses, Limitations, Sources and Uses of Cash
<b>12</b>	Concept of Responsibility Accounting and Segmental Analysis.]

<b>Unit</b>	<b>O01CA504 Business Economics, Credits: 4</b>
<b>Learning Objective</b>	<b>To enable the students of business management to understand the relevant concepts and techniques in micro-economics for decision-making process by a business firm. Business Economics is a foundation course. It provides a link to other functional areas in business such as marketing, finance and production processes.</b>
<b>1</b>	Meaning and Importance of Managerial Economics: Introduction, Meaning, Scope of Managerial Economics, Importance of the Study of Managerial Economics, Two Major Functions of a Managerial Economist
<b>2</b>	Demand Analysis: Introduction, Meaning and Law of Demand, Elasticity of Demand. Demand Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods or Techniques of Demand Forecasting, Survey Methods, Statistical Methods, Demand Forecasting for a New Product.
<b>3</b>	Supply & Market Equilibrium: Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium.
<b>4</b>	Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis: Introduction, Types of Costs, Cost-Output Relationship: Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run
<b>5</b>	Revenue Analysis and Pricing Policies: Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Pricing Methods
<b>6</b>	Price Determination under Perfect Competition: Introduction, Market and Market Structure, Perfect Competition, Price-Output Determination under Perfect Competition, Short-run Industry Equilibrium under Perfect Competition, Short-run Firm Equilibrium under Perfect Competition, Long-run Industry Equilibrium under Perfect Competition, Long-run Firm Equilibrium under Perfect Competition
<b>7</b>	Pricing Under Imperfect Competition: Introduction, Monopoly, Price Discrimination under Monopoly, Bilateral Monopoly, Monopolistic Competition, Oligopoly, Collusive Oligopoly and Price Leadership, Duopoly, Industry Analysis
<b>8</b>	Macro Economics and Some of its Measures: Introduction, Basic Concepts, Macroeconomic Ratios, Index Numbers, National Income Deflators
<b>9</b>	Consumption Function and Investment Function: Introduction, Consumption Function, Investment Function, Marginal Efficiency of Capital and Business Expectations, Multiplier, Accelerator
<b>10</b>	Stabilization Policies: Introduction, Economic Stability, Instruments of Economic Stability, Monetary Policy, Fiscal Policy, Physical Policy or Direct Controls
<b>11</b>	Business Cycle: Introduction, Meaning and Features, Theories of Business Cycles, Measures to Control Business Cycles, Business Cycles and Business Decisions.
<b>12</b>	Inflation and Deflation: Inflation - Meaning and Kinds, Measures to Control Inflation, Deflation

<b>Unit</b>	<b>O01CA505 Business Communication, Credits: 4</b>
<b>Learning Objective</b>	<b>Communication, both oral and written, plays a vital role in decision making and various other aspects of business management. This course aims at providing some essential tools and techniques in oral and written communication.</b>
<b>1</b>	Basic Principles of Communication: Introduction, Understanding Communication, the Communication Process, Barriers to Communication, the Importance of Communication in the Workplace
<b>2</b>	Types and Channels of Communication: Introduction, (Objective of communication), Types of Communication, Classification of Communication Channels, (barriers in communication, communicating successfully in an organisation.)
<b>3</b>	The Nature of Business Communication: Introduction, Types of Business Communication, Communication Network in Organizations (Communication skills listening, speaking, Reading and Writing, 7 C's, 3 V's and 4 S's of communication.)
<b>4</b>	The Importance of Listening in the Workplace: Introduction, what is listening? Barriers to Listening, Strategies for Effective Listening, Listening in a Business Context.
<b>5</b>	Guidelines for Written Business Communication: Introduction, General Principles of Writing, Principles of Business Writing.
<b>6</b>	Developing Oral Business Communication Skills: Introduction, Advantages of Oral Communication, Oral Business Presentations (Public speaking, effective presentations, use of visual and audio aids like power points, graphs, tables etc. Leading and participating in meetings, conferences, seminars, symposia, press conference, press release, telephone etiquettes).
<b>7</b>	Employment Communication – Group Discussions and Interviews: Introduction, what is a Group Discussion? Attending Job Interviews (Do's and Don'ts).
<b>8</b>	Internal Business Communication: Guidelines for Meetings: Introduction, Types of Meetings, Before the Meeting, During the Meeting, After the Meeting, and Common Mistakes made at Meetings. Internal Business Communication: Writing Memos, Circulars and Notices: Introduction, What is a Memo? Circulars and Notices.
<b>9</b>	External Business Communication – Writing Business Letters: Introduction, Principles of Business Letter Writing, Fundamental Types of Business Letters, Format for Business Letters. Internal and External Business Communication – Writing Business or email communication. Reports: Introduction, What is a Report? Types of Business Reports, Format and Layout for Business and Layouts Reports / Project Reports, Writing Short and Long Reports, Documentation of Report Sources, Steps in Report Preparation.
<b>10</b>	Other Forms of External Business Communication: Introduction, Communication with Media through News Releases, Communication about the Organization through Advertising.
<b>11</b>	Employment Communication – Resumes and Cover Letters: Introduction, Writing a Resume, Writing Job Application Letters, Other Letters about Employment.
<b>12</b>	Reading Skills for Effective Business Communication: Introduction, what is reading? Types of Reading, SQ3R Technique of Reading.

<b>Unit</b>	<b>O01CA506 Legal Aspects of Business, Credits: 4</b>
<b>Learning Objective</b>	<b>To understand the Indian Contract Act, Sale of goods act, Negotiable Instruments Act, Consumer Protection Act, Arbitration and conciliation Act and various act related to Company Law; Intellectual Property Rights; Factories Act; Environment Protection Act.</b>
<b>1</b>	Introduction to Business Law: Introduction, Meaning and Nature of Law, Sources of Indian Law, Legal Environment of Business, Mercantile Law, Some Basic Legal Concepts, Essentials of Law.
<b>2</b>	Law of Contract: Introduction, Objectives, Essential elements of a valid contract, Offer and Acceptance, Capacity to Contract, Consent, Consideration, Classification of Contracts, Performance of Contracts, Discharge of Contracts, Breach of Contract and Void Agreements, Remedies for breach of contract.
<b>3</b>	Contracts of Guarantee and indemnity: Introduction, Contract of Indemnity, Contract of Guarantee, Kinds of Guarantee, Creditor, Surety.
<b>4</b>	Contracts of Bailment and Pledge: Introduction, Bailment and its Kinds, Definition of bailment, Kinds of bailment, Bailor and Bailee, Termination of Bailment, Finder of Lost Goods, Pledge or Pawn, Pledge by Non-owners, Pledgor and Pledgee.
<b>5</b>	Contract of Agency: Introduction, Agent and Agency, Kinds of Agencies, Classification of Agents, Duties and Rights of Agents, Principal's Duties to the Agent and his Liability to Third Parties, Personal Liability of Agent, Termination of Agency, Power of Attorney.
<b>6</b>	Law of sales of Goods: Contract of sale, Goods and their classification, meaning of price, Conditions and Warranties, Passing of property in goods, Transfer of title by non-owners, Performance of a contract of sale, Unpaid seller and his rights, caveat emptor.
<b>7</b>	Law of Negotiable Instruments: Negotiable instruments, Promissory notes, Bills of exchange, Cheques, Negotiation, Presentment, Dishonour, Crossing of cheques, discharge of negotiable instrument.
<b>8</b>	The Company's Act: Introduction, Formation of a Company, Memorandum of Association, Articles of Association, Prospectus, Shares, Directors, General Meetings and Proceedings, Auditor, Winding up, Types and Provisions of Company's Act, 2013.
<b>9</b>	Law of Partnership: Introduction, Meaning and Nature of Partnerships, Registration of Firms, Partnership Deed, Relations of Partners to One Another, Relations of Partners to Third Parties, Types of Partnerships, Changes in a Firm, Dissolution.
<b>10</b>	Consumer Protection Act-Introduction, Definitions, Rights of Consumers, Nature and Scope of Complaints, Remedies Available to Consumers, Consumer Protection Act, 2019 vs 1986.
<b>11</b>	Environment Protection Act: Background, Definition, Environment pollutants, occupier, power of central government.
<b>12</b>	Labour Laws in India: Overview of Labour Laws, Minimum Wages Act; payment of Wages Act; Workmen Compensations Act; Factories Act; Trade Union Act; Industrial Dispute Act.

<b>Unit</b>	<b>O01CA507 Computer Applications in Management, Credits: 3</b>
<b>Learning Objective</b>	<b>The objective of this course includes developing an appreciation of different software and hardware systems available in the industry among the participants and building up the experience of computer usage in business organizations with specific reference to commercial data processing systems.</b>
<b>1</b>	Fundamentals of Computers: Introduction – Objectives - Computer, Mobile/ Tablet and their application - Components of a Computer System. Central Processing Unit- Common Input & Output devices - USB ports and Pen Drive - Connecting Power cord, Keyboard, Mouse, Monitor and Printer to CPU.
<b>2</b>	Word Processor: Introduction – Objective -Word Processing Basic - Opening Word Processing Package - Title Bar, Menu Bar, - Toolbars & Sidebar - Creating a New Document - Opening and Closing Documents- Opening Documents - Save and Save As - Closing Document - Using The Help - Page Setup - Print Preview - Printing of Documents - PDF file and Saving a Document as PDF file - Document manipulation & Formatting - Text Selection - Cut, Copy and Paste - Font, Colour, Style and Size selection - Alignment of Text - Undo & Redo - Spelling & Grammar - Shortcut Keys
<b>3</b>	Basics of Excel: Work with Cells and Worksheets, Calculate Your Data, format your Workbook, Add Charts and Graphics, Collaborate with Others, Analyse your Data, Work with Macros and the Web.
<b>4</b>	PowerPoint Environment: Developing a PowerPoint Presentation, Performing Advanced Text Editing Operations, Adding Graphical Elements to Your Presentation, Modifying Objects in Your Presentation, Adding Tables and charts to Your Presentation, Preparing to Deliver Your Presentation.
<b>5</b>	Cyber Security: Threats and Prevention, Viruses and its types, Antivirus, HTTP vs HTTPS, Firewall, Cookies and Crackers.
<b>6</b>	Internet: Introduction, Objectives – Internet - protocols: HTTP, HTTPS, FTP - Concept of Internet & WWW - Website Address and URL - Applications of Internet - Modes of Connecting Internet (Hotspot, Wi-Fi, LAN Cable, Broadband, USB Tethering), Network Topologies- Mesh, Bus, Star, Ring.
<b>7</b>	Popular Web Browsers (Internet Explorer/Edge, Chrome, Mozilla Firefox,): Exploring the Internet - Surfing the web - Popular Search Engines - Searching on Internet.
<b>8</b>	E-mail: Introduction - Objectives - Structure - protocols: SMTP, IMAP, POP3 - Opening Email account - Mailbox: Inbox and Outbox - Creating and Sending a new E-mail - CC – BCC- Replying -Mail Merge- Forwarding - attachments – Scheduling – Password Protect – Delete.
<b>9</b>	Database Management for Data Science: Introduction, types, why use database, advantages.
<b>10</b>	Introduction to emerging technology: Artificial Intelligence, Big Data Analytics, Internet of Things, Cloud Computing, Cyber Security.

<b>Units</b>	<b>O01CA508 Quantitative Methods in Management, Credits: 4</b>
<b>Learning Objective</b>	<b>To make the students familiar with the basic statistical and optimization techniques relevant to business decision making.</b>
1	Introduction to Statistics: Introduction to Statistics, Definition of Statistics, Scope and Applications of Statistics, Characteristics of Statistics, Functions of Statistics. Statistical Survey: Introduction, Definition of Statistical Survey, Stages of Statistical Survey - Planning of a Statistical Survey- Execution of Statistical Survey, Basic Terms used in Statistical Survey - Units or Individuals - Population or Universe –Sample - Quantitative -Characteristic - Qualitative Characteristic – Variable, Collection of Data- Primary Data - Secondary Data
2	Measures of Central Tendency and Dispersion: Introduction, Objectives of statistical average, Requisites of a Good Average, Statistical Averages - Arithmetic mean, Properties of arithmetic mean: Merits and demerits of arithmetic mean, Median – Merits and demerits of median, Mode - Merits and demerits of mode, Geometric Mean, Harmonic Mean.
3	Measure of Dispersion – Range - Quartile deviations, Mean deviation, Standard Deviation -Properties of standard deviation, Combined Standard Deviation, Coefficient of Variance, Moments, Skewness and Kurtosis.
4	Bivariate Data Analysis-Correlation Introduction, Correlation - Causation and Correlation - Types of Correlation - Measures of Correlation - Scatter diagram - Karl Pearson's correlation coefficient - Properties of Karl Pearson's correlation coefficient - Factors influencing the size of correlation coefficient, Probable Error - Conditions under which probable error can be used, Spearman's Rank Correlation Coefficient, Partial Correlations, Multiple Correlations
5	Regression - Regression analysis - Regression lines -Regression coefficient, Standard Error of Estimate, Multiple Regression Analysis, Reliability of Estimates, Application of Multiple Regressions.
6	Theory of Probability: Introduction - Definition of probability - Basic terminology used in probability theory, Approaches to probability, Rules of Probability - Addition rule -Multiplication rule, Conditional Probability, Steps Involved in Solving Problems on Probability, Bayes' Probability, Random Variables, variance and moment generating function- Binomial, Poisson, Normal, Distribution properties
7	Theoretical Probability Distributions: Introduction" - Random variables, Probability Distributions - Discrete probability distributions - Continuous probability distributions, Bernoulli Distribution - Repetition of a Bernoulli experiment, Binomial Distribution - Assumptions for applying a binomial distribution - Examples of binomial variate - Recurrence formula in case of binomial distribution - Case study on binomial distribution Poisson Distribution - Assumptions for applying the Poisson distribution -Real life examples of Poisson variate - Recurrence relation -Case study on Poisson distribution, Normal Distribution - Standard Normal Distribution.
8	Linear Programming: Introduction, Linear Programming Problem, Requirements of LPP, Mathematical Formulation of LPP, Graphical Methods to Solve Linear Programming Problems, Applications, Advantages, Limitations. Simplex Method, Big M Method
9	Transportation Problems: Formulation of transportation problem, types, initial basic feasible solution using North-West Corner Rule (NWCR), Least Cost Method (LCM) and Vogel's Approximation method (VAM). Optimality in Transportation problem by Modified Distribution (MODI) method. Unbalanced T.P. Maximization T.P.

	Degeneracy in transportation problems, application of transportation problem. (Theory and Problems)
10	Theory of Games: Definition, Pure Strategy problems, Saddle point, Max-Min and Min-Max criteria, Principle of Dominance, Solution of games with Saddle point. Mixed Strategy problems (Graphical and algebraic methods). Assignment Problem: Formulation, Solutions to assignment problems by Hungarian method, Special cases in assignment problems, unbalanced, Maximization assignment problems. Travelling Salesman Problem (TSP). Difference between assignment and T.S.P (Theory and Problems)
11	Markov processes, applications and computations. Simulation and its application. Queuing model - single Poisson arrival with exponential service rate, multi-channel queuing models, Mathematical Programming models- integer/zero-one programming, goal programming and dynamic programming, applications and solution methodologies.
12	Decision Theory: Introduction, Decision under uncertainty- Maxmin & Minmax, Decision under Risk- Expected Value, Simple decision tree problems. (Only theory). Job Sequencing- 'n' jobs on 2 machines, 'n' jobs on 3 machines, 'n' jobs on 'm' machines. Sequencing of 2 jobs on 'm' machines. (Theory and Problems).

No of Units	<b>O01CA509 Human Resource Management, Credits: 4</b>
<b>Learning Objective</b>	<b>To sensitize students on various policies and practices of human resource management in India. Efforts will also be directed towards developing their communication and decision-making skills through case discussions, role playing and panel discussions.</b>
1	Introduction to Human Resource Management: Introduction, Concept of Human Resource Management, Scope of Human Resource Management, History of Human Resource Management, Function of Human Resource Management, Role of HR Executives.
2	Sourcing: Introduction, Sources of candidates, Resourcing Strategy: Introduction, Components of Resourcing Strategy, Business Scenario Planning, Estimating Future Human Resource Requirements, Labor Turnover, Action Planning, Role of HR in Developing Resource Capability, Resourcing Strategy, Human Resource Information System Its Meaning, Role and Functions, Various Types of Human Resource Information System, Human Resource Information System-Development and Decision Making, Human Resource Information System and Business Strategy.
3	Human Resource Planning: Process of Human Resource Planning, Need for Human Resource Planning, HR Forecasting Techniques, Successful Human Resource Planning.
4	Recruitment and Selection: Concept of Recruitment, Outsourcing, Attracting candidates, E-Recruitment, Person's specifications. Factors Affecting Recruitment, Sources of Recruitment, Recruitment Policy, Selection, Selection Process, Application Forms, Selection Test, Interviews, Evaluation, Placement, Induction.
5	Training and Management Development: Meaning and Areas of Training, Training Methods, Concept & Methods of management Development, Differences between Training and Development, Evaluation.
6	Employee Career Planning and Growth: Concept of Employee Growth, Managing Career Planning, Elements of a Career Planning Programme, Succession Planning.

7	Performance Appraisal: Concept and Need for Performance, Reviews, Overview of Performance Appraisal, Types of Appraisal Methods, 360-degree appraisal, Benefits.
8	Compensation Management: Wage and Salary Administration, Managing Wages, Concept of Rewards and Incentives, Managing Benefits in Organisations.
9	Job Evaluation: Concept of Job Evaluation, Objectives, Techniques, Advantages and Limitations, Introduction to Competency. Job Analysis and Design: Concept of Job Analysis and Design, Process of Job Analysis, Methods of Job Analysis, Job Analysis Information, Concept of Job Design.
10	Employee Misconduct and Disciplinary Procedure: Meaning and Objectives of Discipline, Principles for Maintenance of Discipline, Basic Guidelines of a Disciplinary Policy, Disciplinary Action – Penalties, Procedure for Disciplinary Action.
11	Grievance and Grievance Procedure: Concept of Grievance, Causes of Grievances, Forms and Effects of Grievance, the Grievance Handling Procedure, Need for Grievance Redressal Procedure.
12	Employee Welfare and Working Conditions: Concept of Employee Welfare, Welfare Measures, Types, Employee Welfare Responsibility, the Business Benefits of Employee Welfare Activities

No of Units	O01CA510 Financial Management, Credits: 4
Learning Objective	To acquaint the students with all financial functions, their evaluation and organization, management of working capital and framing of financial policies. It enables the student to take relevant decisions on dividend policies and decision making after considering the implication and fiscal incentives.
1	Financial Management: Introduction, Meanings and Definitions, Goals of Financial Management, Finance Functions, Interface between Finance and other Business Functions. Objectives of a Firm – Introduction; Profit Maximization; Shareholders' Wealth Maximization (SWM).
2	Financial Planning: Introduction, Objectives, Benefits, Guidelines, Steps in Financial Planning, Factors Affecting Financial Planning, Estimation of Financial Requirements of a Firm, Capitalisation.
3	Cost of Capital: Introduction, Meaning of Cost of Capital, Cost of Different Sources of Finance, Weighted Average Cost of Capital.
4	Time Value of Money: Introduction, Rationale, Future Value, Present Value.
5	Valuation of Bonds and Shares: Introduction, intrinsic value, book value, Valuation of Bonds, Valuation of Shares.
6	Leverages: Introduction, Operating Leverage, Application of operating leverage, Financial Leverage, Application of Financial Leverage, Combined Leverage Application of combined leverage.
7	Capital Structure: Introduction, Features of an Ideal Capital Structure, Factors Affecting Capital Structure, Theories of Capital Structure.
8	Working Capital Management: Introduction, Components of Current Assets and Current Liabilities, Concepts of Working Capital, Objective of Working Capital Management, Need for Working Capital, Operating Cycle, Determinants of Working Capital, Approaches for Working Capital Management, Estimation of Working Capital

9	Capital Budgeting: Introduction, Importance of Capital Budgeting, Complexities Involved in Capital Budgeting Decisions, Phases of Capital Expenditure Decisions, Identification of Investment Opportunities, Rationale of Capital Budgeting Proposals, Capital Budgeting Process, Investment Evaluation, Appraisal Criteria.
10	Risk Analysis in Capital Budgeting: Introduction, Types and Sources of Risk in Capital Budgeting, Risk Adjusted Discount Rate, Certainty Equivalent Approach, Probability Distribution Approach, Sensitivity Analysis, Simulation Analysis, Decision Tree Approach.
11	Capital Rationing: Introduction, Types, Steps Involved in Capital Rationing, Various Approaches to Capital Rationing.
12	Dividend Decisions: Introduction, Traditional Approach, Dividend Relevance Model, Miller and Modigliani Model, Stability of Dividends, Forms of Dividends, Stock Split

No of Units	<b>O01CA511 Production &amp; Operations Management, Credits: 4</b>
<b>Learning Objective</b>	<b>To acquaint the student with decision making in planning, scheduling and control of production and operation functions in both manufacturing and service sectors, productivity improvement in operations through layout engineering and quality management, effective and efficient flow, replenishments and control of materials with reference to both manufacturing and service organizations.</b>
1	Production Management: Integrated Production Management, System Productivity, Capital Productivity, Labour Productivity, Personnel Productivity, Training
2	Operations Management: Introduction, Operations Management and Strategy, Tools for Implementation of Operations, Industry Best Practices
3	Operations Strategy: Operations Strategy, Competitive Capabilities and Core Competencies, Operations Strategy as a Competitive Weapon, Linkage Between Corporate, Business, and Operations Strategy, Developing Operations Strategy, Elements or Components of Operations Strategy, Competitive Priorities, Manufacturing Strategies, Service Strategies, Global Strategies and Role of Operations Strategy, Caselets.
4	Forecasting: Introduction, The Strategic Importance of Forecasting, Benefits, Cost implications and Decision-making using forecasting, Classification of Forecasting Process, Methods of Forecasting, Forecasting and Product Life Cycle.
5	Location Strategies: Introduction, Location Planning Process.
6	Facility or Layout Planning and Analysis: Introduction, Objectives of Layout, Classification of Facilities, Basis for Types of Layouts, Why Layout decisions are important, Nature of layout problems, redesigning of a layout, Manufacturing facility layouts, Types of Layouts, Layout Planning, Evaluating Plant Layouts, Assembly Line Balancing, Material handling.
7	Total Quality Management: Introduction, Meaning and Dimensions of Quality, Quality Control Techniques, Quality Based Strategy, Total Quality Management (TQM), Towards TQM – ISO 9000 as a Platform – Working with Intranet, Total Productive Maintenance (TPM).
8	Business Process Modelling: Introduction and Importance, Data Driven Approach to Process Definition, Logical vs Physical Database Modelling, The Way Forward.

9	Project Management – Planning Process: Introduction, need, Project Management Principles, Essentials of Project Management Philosophy, Project Planning, Project Process Flows Project Implementation-Control and Closure: Introduction, Project Management Life Cycle, Project Monitoring and Control, Change Control, Risk Management, Project Closure.
10	Supply Chain Management: Introduction, Domain Applications, SCM– The Breakthrough Article, Supply Chain Management, Views on Supply Chain, Bullwhip Effect in SCM, Collaborative Supply Chain, Inventory Management in Supply Chain, Financial Supply Chain – A New Revolution within the SCM Fold.
11	Operations Scheduling: Introduction and Purpose, Factors in Scheduling, Scheduling in PPC, Strategies and Guidelines, Approaches and Methodology (Quantitative), Scheduling in Services.
12	Just-In-Time: Introduction, Characteristics of JIT, Key Processes to Eliminate Waste, Implementation of JIT, Pre-requisites for implementation, JIT Inventory and Supply Chains.

No of Units	<b>O01CA512, Research Methodology and Statistical Techniques, Credits: 4</b>
Learning Objective	<b>To induce a sense of scientific outlook towards information collection and related issues covering different aspects of research.</b>
1	Introduction & Research Process. Research as source of knowledge, research process, constructs & concepts, variables & its types, induction & deduction, scientific methods
2	Literature survey & finding research gaps, formulating research problem & determining research objectives. Limitations in Research.
3	Research Design, Ethics in Research
4	Sampling Techniques, types/methods of sampling, sampling procedure, sampling error, Standard error of the mean (Standard Deviation), Estimation of parameters, accuracy & precision of estimation, Central limit theorem, sample size determination, confidence interval and Confidence Level.
5	Data Collection: Observation, Structured & Unstructured Interviews, Schedule & Questionnaire method, Survey method.
6	Measurement & Scaling Techniques: - types of data: Primary & Secondary, Types of Scales: Ratio, Interval and Ordinal Nominal. Mapping rules, characteristics of a good measurement, sources of error in measurement
7	Testing validity & reliability of questionnaire
8	Processing & Editing of Data. Processing data for analysis: editing, coding, classification & tabulations.
9	Hypothesis & Testing of Hypothesis.
10	Parametric Tests: Z test, t- test Non-Parametric Tests: Chi-Square Test, Non-Parametric Tests: ANOVA
11	Analysis of Data (Statistical Tools). Using Excel and relevant MACROS
12	Writing the research report & Publication: Thesis writing, research paper writing preparing synopsis & summary of research thesis work. How to publish research papers, reference writing: foot note, end note, in-text citation, bibliography, citation styles.

No of Units	<b>O01CA513 Global Economic and Environment Policy, Credits: 4</b>
Learning Objective	<b>To acquaint the students of business management with the macro-economic variables which influence business decision-making. The macroeconomic</b>

	<b>environment, coupled with social and political variables, affects the growth and development of business activities. The focus of the course is to highlight the market-oriented policy perspectives in the global environment.</b>
1	Global Economic and Environmental Policy: Economic and Non-Economic Environment, Interactions between Economic and Non-Economic Environment, Impact of Non-Economic Factors on Economic decisions.
2	Economic systems: Capitalism: Laissez-Faire Concept, Merits and Demerits, Socialism, Non-Sustainability of Communistic systems, Mixed Economic systems: Features and Example.
3	National Income Accounting: Circular Flow of Income, Concepts of National Income: GNP, NNP, GDP, NDP, Methods of Assessing National Income, Difficulties in National Income Assessment.
4	Monetary policies and credit systems: Overview of Monetary policies, Role of Reserve Bank of India in Regulating Credit systems, Tools and instruments of Monetary policy.
5	Economic Development: Factors influencing Economic Development, Indicators of Economic Development, Sustainable Development Goals (SDG's).
6	Inflation: Meaning and Definition of Inflation, Types of Inflation: Demand-Pull, Cost Push, and Built in, Control Measures and Policy Responses.
7	Business Cycle: Meaning and Definition of Business Cycle, Phases of Business cycles: Expansion, peak, recession, trough, Practical Implications for Businesses and Policy Makers.
8	Industrial Policy and Development: New Economic policy and its impact, Industrial development During various planning phase, public sector, private sector, Joint sector and small sector Industries, Industrial sickness and Disinvestment policies.
9	Industrial Finance: Types of Functions of Commercial Banks, Sources of Industrial Finance, Role of Financial Institutions in Industrial Growth.
10	International Trade: Importance of International Trade, Balance of Trade and Balance of Payments, Absolute Cost Advantage and Cost Comparative Cost Advantage.
11	Business and Society: Social Responsibilities of Business, Corporate Social Responsibility (CSR) and its implementation, Ethical considerations and Business Practices.
12	Infrastructure and Regional Development: Infrastructural Development in Indian Economy, Natural Resource Management, Human Resource and Economic Development, Parallel Economy and Balanced Regional Development, Employment policy and Financial Relations between Centre and State.

No of Units	<b>O01CA514 Management Information System, Credits: 3</b>
<b>Learning Objective</b>	<b>To provide the participants with an overall perspective of the information needs of contemporary organizations in the context of the ongoing information revolution. This also aims at familiarizing the participants with the business information systems and management.</b>
1	Understanding MIS: Introduction to Management Information Systems, History of MIS, Impact of MIS, Role and Importance, MIS Categories, Managers and Activities in IS, Types of Computers Used by Organizations in Setting up MIS, Hardware support for MIS, Modern Organisation-IT Enabled, Networked, Dispersed, Knowledge Organisation, Managing the Internet Era, Managing Information Systems in Organisation- The IT Interaction Model.

2	Conceptual Fundamentals: Introduction, The Decision-Making Process, Systems Approach to Problem Solving, The Structure of Management Information System, Classification and Quality of Information, Introduction, Need for Data Management, History of Data Use.
3	Kinds of Information Systems: Introduction, Types of Management Systems, Concepts of Management Organization.
4	Planning and Control: Introduction, Differences between planning and control information, Systems Analysis, Systems Design, Role of MIS in Organisational Planning, Role of MIS in Controlling the Organisation, Communication in Organisations.
5	MIS Planning and Development: Introduction, Planning, development, Main Stages of Traditional MIS Planning, Essential Steps for the Development of MIS, Challenges for Manager, Information Built by Manager and Capabilities Required for IS.
6	MIS and BPR: Introduction, Business Process Re – Engineering, Improving a process in BPR, Object Oriented methodology, BPR – Current Focus, BPR, Data and Information, Information in Organisational Functions, Types of Information Systems.
7	MIS Organization Structure: Introduction, MIS at Management levels, Strategic Level Planning, Operational Level Planning, Economic and Behaviour Theories, Decision Making with MIS - Tactical, Operational and Strategic Decision, Enhancing Decision Making for the Digital Firm.
8	Enterprise Resource Planning: Introduction, Basics of ERP, Evolution of ERP, Enterprise Systems in Large Organizations, Benefits and Challenges of Enterprise Systems, Features and Scope of ERP.
9	MIS – Support Models and Knowledge Management: Introduction, Philosophy of Modelling, DSS: Deterministic Systems, Market Research Methods, Ratio Analysis for Financial Assessment, Management Science Models, Procedural Models, Project Planning and Control Models, Cost Accounting Systems, Operations Research Models: Mathematical Programming Techniques, Knowledge Management.
10	Organization and Computer Networks: Introduction, Basics of computer systems, Basic Network Terminologies, Definitions and Application, The Intranet and the Extranet.
11	Strategic Management Information System: Introduction, Background, Performance, Product differentiation and Value Chain, How IT influences Organizations' goals, The five levels, Governance Modes in the use of IT.
12	Security and Ethical Issues: Introduction, Control Issues in Management Information Systems, Security Hazards, Ethical Issues, Technical solutions for Privacy Protection.

<b>Units</b>	<b>O01CA601 Project Management, Credits: 4</b>
<b>Learning Objective</b>	<b>The purpose of this course is to make students familiar with various project management tools and techniques applicable in real-life world.</b>
1	Project Management Overview- Definition of project management, characteristics of projects, Importance of projects, key drivers behind popularity of project management, Project Management Bodies and Standards. The Project Life Cycle, The Project Manager (PM), Phases of Project Management Life Cycle, Project Management Processes, Impact of Delays in Project Completions, Essentials of Project Management Philosophy, Project Management Principles, Payback Period Calculation, NPV, IRR.
2	Project Planning: Introduction, Project Planning, Need of Project Planning, Project Life Cycle, Roles, Responsibility and Teamwork, Project Planning Process, Work Breakdown Structure (WBS).
3	Organizational Structure and Organizational Issues: Introduction, Concept of Organizational Structure, Roles and Responsibilities of Project Leader, Relationship between Project Manager and Line Manager, Leadership Styles for Project Managers, Conflict Resolution, Team Management and Diversity Management, Change management.
4	PERT and CPM: Introduction, Development of Project Network, Time Estimation, Determination of the Critical Path, PERT Model, Measures of variability, CPM Model, Network Cost System.
5	Resources Considerations in Projects: Introduction, Resource Allocation, Scheduling, Project Cost Estimate and Budgets, Cost Forecasts.
6	Project Risk Management: Introduction, Risk, Risk Management, Role of Risk Management in Overall Project Management, Steps in Risk Management, Risk Identification, Risk Analysis, Reducing Risks
7	Project Quality Management and Value Engineering: Introduction, Quality, Quality Concepts, Value Engineering
8	Project Management Information System: Introduction, Project Management Information System (PMIS), Planning of PMIS, Design of PMIS
9	Project Identification and Feasibility: Introduction, Project Identification Process, Project Initiation, Pre-Feasibility Study, Feasibility Studies, Project Break-even point
10	Project Performance Measurement and Evaluation & Project Execution, Control: Introduction, Performance Measurement, Productivity, Project Performance Evaluation, Benefits and Challenges of Performance Measurement and Evaluation, Controlling the Projects Introduction on Project Execution, Project Control Process, Purpose of Project Execution and Control
11	Project Close-out, Termination, Follow-up, Software Tools: Introduction, Project Close-out, Steps for Closing the Project, Project Termination, Project Follow-up Introduction & Advantages of Using Project Management Software, Common Features Available in Most of the Project Management Software, Illustrations
12	Tools for Project Management - Gantt Chart, Burn down charts, Kanban, task lists, network diagrams, project flowchart

Units	<b>O01CA602 Business Strategy, Credits: 4</b>
<b>Learning Objective</b>	<b>To facilitate the students to understand the business environment from a broad perspective. The course covers modules such as issues in strategic management, business and competitive strategy, the competitive advantage of organizations, SWOT Analysis and formulations and implementations of corporate and business level strategies.</b>
1	Introduction to Strategic Management: Conceptual Framework of Policy and Strategies, Definition and meaning of strategy, Overview of strategic management process, Benefits of strategic management, Understanding competitive advantage.
2	Policy, Strategy & Strategic Analysis (SWOT Analysis): Genesis, concept and characteristics of policy & Strategy, Policy versus Strategy Introduction to SWOT Analysis, conducting a SWOT Analysis, Interpret SWOT results for strategic planning.
3	External Environment Analysis: General Environment Analysis: PESTEL Framework (Political, Economic, Social, Technological, Environmental, Legal), Competitive Environment analysis: Porter's Five forces Model, Identifying opportunities and Threats in External Environment.
4	Internal environment Analysis: Resource based view of firm, Identifying Critical success factors (CSF's), Value Chain Analysis: Primary support Activities, Core Business Processes, Introduction to Balanced Scorecard.
5	Business Level Strategy: Generic Business Strategies, Cost Leadership, Differentiation, Focus, Levels of Competition: Industry Market Competitors, Types of Tactics: Offensive and Defensive strategies.
6	Corporate Level Strategy: Strategic Alternatives, Overview of Corporate Level Strategy, Types of Grand Strategies: Stability Strategy, Expansion Strategy, Retrenchment Strategy, Combination Strategy, Initiation of Strategy, Strategic Decision Making, Indian Business Environment: past and present and its strategic implications.
7	Strategic Analysis and Choice: The process of Strategic choice, Corporate Level strategic Analysis: Tools and Techniques BCG Matrix: Understanding market share and growth potential Ansoff Matrix: Market and Product Strategies, Business Level Strategic Analysis, Developing and implementing a strategic plan.
8	Scanning the environment: Environmental Analysis, Internal Analysis Activating strategies: The process of Activating strategies, MC Kinsey 7S Model- Structure, Strategy, Systems Skills Style Staff, Shared values, Aligning Organizational elements to execute strategy effectively.
9	Assessment for Strategy formulation: Vision, Mission and Objectives: Vision versus Mission Integration of Strategic Analysis and Implementation: Synthesizing analysis with strategic implementation, Case studies on successful and unsuccessful strategy activations.
10	The Mission and Business Definition: Nature and characteristics of Objectives and Goals, Long-term objective setting, Concept of Competitive advantage, industry analysis (Porter's Five Forces Model), Concept of value chain.

11	Corporate strategy: growth strategy, stability strategy, retrenchment strategy, Functional strategy: Marketing strategy, HR strategy, Finance strategy, Purchase strategy, IT strategy, Operations strategy, R&D strategy, Recent Trends in Strategic Management: Introduction, Strategic Thinking, Organisational Culture and its Significance, Organisational Development and Change, Change Management, Models of Leadership Styles and its Roles, Strategic management in a new globalised economy
12	Competitive Advantage and Sustaining Strategy: Building and Sustaining Competitive Advantages, Strategies for maintaining leaderships in competitive Environments Evaluating and Controlling Strategy: Metrics for Evaluating strategic performance, Implementing control mechanisms & feedback loops, Contemporary issues in Strategic Management Emerging trends in strategic management, Impact of Globalization, technology and innovation on strategy

<b>Units</b>	<b>O01EA601 Consumer Behaviour and Advertisement and Brand Management, Credits: 4</b>
<b>Learning Objective</b>	<b>The course aims at providing insight into the significance of consumer behaviour, and consumer decision-making process under various situations and to, analyse the various internal and external and external factors affecting the behaviour of the consumer and evaluate their implications. This course also provides insight into Advertising and Brand Management. This is intended to help students to understand different dimensions of advertising and Brand Management policies, methods and strategies.</b>
1	Introduction to Consumer Behaviour and Consumer Research: Introduction, Consumer Behaviour – Definition, Consumer and Customers, Buyers and Users, Organisations as Buyers, Meaning and Characteristics of Consumer and customers, buyers and users, Meaning and Characteristics of Consumer and customers, buyers and users, Organisation Buyers and Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Research Process, Consumer Behaviour Research Methods, Development of Marketing Concept, Consumer Behaviour and its Applications in Marketing, Consumer Research Process
2	Introduction, Requirements and Basis of Market Segmentation, Introduction to product positioning and positioning strategy, Positioning approaches and Positioning errors, Steps in Product Positioning, Marketing Segmentation and Positioning: Introduction, Requirements for Effective Segmentation, Basis for Segmentation, Determining How Many Segments to Enter, Product Positioning: An Introduction, Positioning Strategy, Positioning Approaches, Positioning Errors Consumer Motivation: Introduction, Needs and Goals, motivational Conflict, Defence Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research
3	Consumer Motivation: Introduction, Needs and Goals, Motivational Conflict, Défense Mechanisms, Motive Arousal, Motivational Theories, Maslow's hierarchy of needs, Motivation Research Consumer Personality: Introduction, Self-concept, Personality Theories, Brand Personality, emotions
4	Consumer Learning, Memory and Involvement: Introduction, Components of Learning, Behavioural Theory, Cognitive Learning Theory, Memory System, Memory Process, Concept of Involvement, Dimensions of Involvement, Involvement and Types of Consumer Behaviour, Cognitive Response Model, Elaboration Likelihood Model, Social Judgment Theory, Brand Loyalty and Brand Equity

5	Consumer Attitudes: Introduction, Functions of Attitude, Attitude Models, Factors that Inhibit Relationship between Beliefs, Feelings and Behaviour, Learning Attitudes, Changing Attitudes, Attitude Change Strategies, Theories of Attitude and Market Implications
6	Consumer Behaviour and Marketing Communications: Introduction, Marketing Communication Flow, Communications Process, Interpersonal Communication, Persuasive Communications, source, message, message appeals, communication feedback
7	Social Class and Group Influences on Consumer Behaviour: Introduction, nature of Social Class, Social Class Categories, Money and Other Status Symbols, Source of Group Influences, Types of Reference Groups, Nature of Reference Groups, reference Group Influences, Applications of Reference Group Influences, Conformity to Group Norms and Behaviour, Family Life Cycle Stages, nature of Family Purchases and Decision-making, Husband-wife Influences, Parent-child Influences, Consumer Socialization of Children, word-of-Mouth Communications within Groups, opinion Leadership, Social Stratification and It's Determinants, Impact of Social Class on Consumer Behaviour
8	Overview of Advertising Management: Introduction, Meaning and Framework of Advertising, Defining Advertising, Advertising to Persuade the Buyer, Importance of Advertising in Marketing, Role of Advertising in Marketing Mix and Positioning, Advertisers and Advertising Agencies, Choosing an Advertising Agency
9	The exciting world of Indian Advertising: Introduction, Emerging Areas of Growth, Shifting patterns of consumption, Factors that Affect Marketing and Advertising
10	Structure of an Advertising Agency: Introduction, Overview of an Advertising Agency, Departments of an Advertising Agency, Creative department, Media department, Client servicing department, Marketing research department, Ancillary Services, Interfacing with Client's Organisation, Integration of Services
11	Setting Advertising objectives: Introduction, Marketing Objectives, Advertising Objectives, Sales-oriented/ Behavioural objectives, Communication-oriented objectives, The DAGMAR Approach to Setting Objectives and Measuring, Advertising Effectiveness, Kinds of Advertising Objectives, The Advertising Communication System, The communication process, The advertising exposure model, The need for clear understanding of objectives.
12	Concept of a brand: Brand evolution, Brand Positioning, Brands and Consumers. Brand equity; Defining brand equity, Brand image constellation, Brand Extension, Line extension, line extension trap, type of extensions, Brand over time, Brand and firm.

Units	<b>O01EA602 Retail and Distribution Management and Supply Chain Management, Credits: 4</b>
<b>Learning Objective</b>	<b>To understand the students about fundamentals of retailing, distribution and supply chain management and exploring their application in practical field.</b>
1	Introduction to Retailing: Introduction, Meaning of Retailing, Economic Significance of Retailing, Retailing Management Decision Process, Product Retailing vs. Service Retailing, Types of Retailers, Retailing Environment, Indian vs. Global Scenario
2	Retail Marketing Environment: Introduction, Understanding the Environment, Elements in a Retail Marketing Environment, Environmental Issues The Retail Marketing Segmentation: Introduction, Importance of Market, Segmentation in Retail, Targeted Marketing Efforts, Criteria for Effective

	Segmentation, Dimensions of Segmentation, Positioning Decisions, Limitations of Market Segmentation
3	Store Location and Layout: Introduction, Types of Retail Stores Location, Factors Affecting Retail Location Decisions, Country/Region Analysis, Trade Area Analysis, Site Evaluation, Site Selection, Location Based Retail Strategies
4	Retail Marketing Strategies: Introduction, Target Market and Retail Format, Strategy at different levels of Business, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Retail Models, Retail "EST" model
5	Store Location and Layout: Introduction, Target Market and Retail Format, Gauging Growth Opportunities, Building a Sustainable Competitive Advantage, the Strategic Retail Planning Process, Differentiation Strategies, Positioning Decisions
6	Overview of Sales Management: Introduction, Objectives, Role of Sales Management in Marketing, Role of Sales Management in Marketing Strategy Development, Nature and Responsibilities of Sales Management, Careers in Sales Management, Modern Roles and Required Skills for Sales Managers
7	Understanding Personal Selling and Sales Force Management: Introduction, Objectives, Approaches to Personal Selling, Process of Personal Selling, Automation in Personal Selling, Organization Design and Staffing, Sales Planning, Time and Territory Management, Managing the Sales Force
8	New Trends in Sales Management: Introduction, Sales Management Information System, Relationship Marketing, Role of E-commerce in Selling, International Sales Management, Challenges Faced by International Sales Managers
9	Channel management: Introduction, Marketing Channels, Designing Channels, Selection and Recruitment of Channel Partners, Channel Motivation, Channel Relationships Management, Channel Evaluation, Information Systems for Channels
10	Wholesaling: Introduction, Definition of Wholesalers, Functions of Wholesalers, Types of Wholesalers, Strategic Issues in Wholesaling, Technology in Wholesaling, Trends in Wholesaling, Wholesaling Challenges, Future of Wholesaling
11	The Basics of Supply Chain Management: Introduction, Definition of Supply Chain Management, Evolution of the Concept of Supply Chain Management, Key Drivers of Supply Chain Management, Typology of Supply Chains, Cycle View of Supply Chain, Problems in SCM and Suggested Solutions
12	Planning Demand and Supply: Introduction, Supply Management, Evolution of ERP, Concept of ERP in SCM, Quick Response and Accurate Response System in SCM, Use of Other Planning Strategies

Units	<b>O01EA603 Industrial Relation, Credits: 4</b>
<b>Learning Objective</b>	<b>To promote an understanding of labour legal environment and Industrial relations Legislature in India field.</b>
1	Economy and the labour force in India - Introduction, the Indian economy, labour force in India - Structure, composition and trends, Key issues and critical challenges
2	Industrial Relation- Introduction, industrialization strategy and industrial relations, globalization and industrial relations.
3	Trade Unions - Introduction, theories of trade union movements, trade unions in India, trade unions and economic development, legal framework, trade unions recognition, union recognition agreement, the problem of the free rider.

4	Trade union structure – Introduction, models of national trade union movements, international trade union federations, trade union structure at the national level, managerial trade union.
5	Management of Trade Union in India – Introduction, trade unions constitution, trade unions functions, Internal and external challenges.
6	Collective Bargaining – Introduction, concept, nature, legal framework, levels of bargaining and agreements, collective bargaining and stake holders, negotiating techniques and skills.
7	Tripartism and Social Dialogue - Introduction, types and levels of tripartite agreements, assessment of the working of tripartism, social dialogue and the reform process, strengthening tripartite social dialogue
8	Role of Government in industrial relation – divergent perspectives, types of Government intervention, means of state interventions, role of state in industrial relations at the state level. Contract of Employment – Industrial Employment Act, Shops and Establishment Act, Interstate migrant, Workmen Act, Contract Labour Act.
9	Dispute resolution and Industrial Harmony – Industrial Conflict, Industrial Dispute Act, Notice of change, reference of disputes to boards/ court or tribunals, voluntary reference of disputes to arbitration, general prohibition on strikes and lockouts. Unfair labour practices, Guiding framework for sound labour management relations.
10	Grievances and Discipline handling- Managing employee grievances, nature and causes of grievance, grievance procedure, managing discipline.
11	Labour administration – labour administrative machinery, improving labour inspection, strengthening conciliation and labour court administration, promoting alternative disputes resolution mechanism
12	Social security – Social security system in the organized sector, Indian constitution and legal framework, medical care, safety, occupation, health and welfare funds

Units	O01EA604 Competency Mapping & Performance Management, Credits: 4
Learning Objective	To introduce students about the fundamental understanding of Competency and the importance of Competency Mapping. The course focuses on the study of the Performance Management system and development in an organization, role analysis, role of performance appraisal in an organization, and ethics of appraisal. This course also highlights the importance of a competency-based appraisal system in an organizational setup and the concepts and processes of balance score card. It provides a sound understanding of the topics to enable them to apply in real-life situations.
1	Concepts of competence, competency Mapping. Difference between competence and competencies, The Behavioural Iceberg.
2	Competency clusters, Competency approach to development, competency models, Developing models, and important issues related to developing competency models
3	Assessment Centre approach to competence building. Competency dictionaries, competency based applications, Competency model for leadership role, competency model for HR, Increase need of competencies mapping in globalize world.
4	Introduction to Performance Management: Definition of Performance Evaluation, Evolution of Performance Management, Definitions and Differentiation of Terms Related to Performance Management. What a Performance Management System Should Do? Importance of Performance Management, Linkage of Performance Management to Other HR Processes

5	Theoretical Framework of Performance Management: Goal Theory and its Application in Performance Management, Control Theory and its Application in Performance Management, Social Cognitive Theory and its Application in Performance Management, Organisational Justice Theory and its Application in Performance Management
6	An Overview of Performance Management: Aims of Performance Management, Purpose of Performance Management, Employee Engagement and Performance Management, Principles of Performance Management, Overview of Performance Management as a System, Dimensions of Performance Management
7	Process of Performance Management: Performance Management Process, Performance Management Planning Process, Mid-cycle Review Process, End-cycle Review Process, Performance Management Cycle at a Glance
8	Performance Management Planning and Development: Introduction, Performance Management Planning, the Planning Process, Performance Agreement, drawing up the Plan, Evaluating the Performance Planning Process
9	Mechanics of Performance Management Planning and Documentation: The Need for Structure and Documentation, Manager's Responsibility in Performance Planning Mechanics and Documentation, Employee's Responsibility in Performance Planning Mechanics and Documentation, Mechanics of Performance Management Planning and Creation of PM Document
10	Performance Appraisal: Definitions and Dimensions of PA, Purpose of PA and Arguments against PA, Necessity of Performance Appraisal and its Usage by Organisations, Characteristics of Performance Appraisal, Performance Appraisal Process, Mistakes made by Human Resource Department Performance Appraisal Methods: Performance Appraisal Methods, Traditional Methods, Modern Methods, and Performance Appraisal of Bureaucrats – A New Approach
11	Performance Appraisal Feedback: Feedback – Role, Types and Principles, Situations Requiring Feedback and Pitfalls, Components of a Feedback and Steps in giving a Constructive Feedback, Levels of Performance Feedback
12	360-Degree Appraisal: Introduction, the Impact of 360-Degree Feedback on Organisations, Concept of 360-Degree Feedback System, Purpose, Methodology, Ratings, Advantages and Disadvantages of the Method, The Process of 360-Degree Feedback, Operating 360-Degree Appraisal

Units	<b>O01EA605 Object Oriented Programming System &amp; Open-Source System, Credits: 4</b>
<b>Learning Objective</b>	<b>To understand Object Oriented concept in a programming language, which is essential for management students seeking to specialize in information system. C++ is a super set of c which is one of the very elementary interfacing language for data base management software (DBMS) applications.</b>
1	Introduction to object oriented: Characteristics and Advantages, Difference between Procedural and Object-Oriented Programming.
2	General Structure of a C++ program: Basic Syntax, Main Function, Header Files.
3	Data Types and Variables: Primitive Data Types, Variable Declaration and Initialization, Constants.
4	Operators: Arithmetic Operators, Relational Operators, Logical Operators, Assignment Operators, Increment and Decrement Operators.

<b>5</b>	Input and Output Statements: cin and cout, Formatting Output, Using endl and \n; Program Control Statements: Decision Making: if, else if, else, switch, Looping: for, while, do-while.
<b>6</b>	Functions: Library Functions, User-Defined Functions, Function Prototypes, Parameter Passing: Pass by Value, Pass by Reference, Scope and Visibility, Function Overloading, Operator Overloading.
<b>7</b>	Array Strings and Structures: One-Dimensional and Multi-Dimensional Arrays, String Handling Functions, Defining and Using Structures.
<b>8</b>	Concepts of Objects and Classes: Defining Classes and Objects, Member Functions and Data Members, Access Specifiers: public, private, protected.
<b>9</b>	Constructors and Destructors: Default Constructors, Parameterized Constructors, Copy Constructors, Destructors, Inline Functions.
<b>10</b>	Pointers: Pointer Variables, Pointer Arithmetic, Pointers and Arrays, Pointers to Objects, Dynamic Memory Allocation.
<b>11</b>	Software Development Using Open-Source Systems: Overview of Open-Source System, Open-Source Software Development Models, The FOSS Philosophy, Social and Cultural Impacts.
<b>12</b>	Legal Impacts of Open Software and Free Software Licensing: Entering Contracts Statutory Development Related to Software Contracts, Self-Enforcing Nature of Open Source and Free Software Licenses.

<b>Units</b>	<b>O01EA606 Database Management System, Credits: 4</b>
<b>Learning Objective</b>	<b>To introduce the complete concept of a database management system, so that business management students are in a position to incorporate a suitable database for an organization.</b>
<b>1</b>	Introduction to Data base Management System: Basic concepts and definitions: Data, Information, Data Warehouse, Fields, Records, Files, Data Dictionary, Database, Database system.
<b>2</b>	Data Administrator: Functions and responsibilities of Database Administrator (DBA)File-oriented system vs. Database system, Advantages and Disadvantages of DBMS, Evolution of Database systems.
<b>3</b>	E-R Data Model Introduction: Basic E-R Concepts: Entities, Relationships, Attributes, & Constraints, Conversion of E-R model into relations, E-R Model symbols, Problems with E-R Diagrams, Introduction to Relational Database Management Systems (RDBMS).
<b>4</b>	Types of Database Systems, Centralized database systems. Parallel database systems, Client/Server database systems, Distributed database systems.
<b>5</b>	Creating a Database and Table: Understanding the navigation pane, ribbon, and other relevant features, Hands-on practice.
<b>6</b>	Creating a New Table: o Naming fields, table design, Changing the table design, Inserting and deleting fields, Renaming, deleting, and copying tables in the database, Adding records, Perform Basic Operations: Inserting, deleting, and updating records, Sorting and filtering data.
<b>7</b>	Understanding Unique Values: Choosing and setting a primary key, Creating composite primary keys, Indexing.
<b>8</b>	Creating Queries: Selecting fields and running queries, Using joins and operators in queries.

9	Connecting Data: o One-to-one, one-to-many, many-to-many relationships, understanding keys, Creating and viewing relationships.
10	Data Normalization: o Introduction to Normalization, First Normal Form (1NF). Second Normal Form (2NF), Third Normal Form (3NF), BCNF.
11	Storage and file structure: file organization, organization of record ion files, data-dictionary storage
12	Database system architectures: centralized systems, client-server systems, distributed systems, network types. Distributed databases: data replication, data fragmentation. Security and integrity.

Units	<b>O01EA607 Operation and Logistics Management, Credits: 4</b>
<b>Learning Objective</b>	<b>The course aims at outlining the contribution of logistics and operations management to corporate competitiveness. Students will learn how and why the design of the product itself and of its production and distribution process can drive such performances as quality, speed, flexibility and cost-effectiveness. They will be instructed on how to carry out an assessment of processes' current performance and to identify improvement priorities.</b>
1	Introduction to Operations Management: Definition and Scope of Operations Management, Historical Evolution of Operations Management, Role of Operations Manager, Key Functions of Operations Management, Relationship between Operations and Other Business Functions, Trends and Challenges in Operations Management
2	Operations Strategy and Competitiveness: Overview of Operations Strategy, Strategic Role of Operations in Competitive Advantage, Formulating Operations Strategy, Aligning Operations Strategy with Business Strategy, Key Performance Indicators (KPIs) in Operations, Case Studies of Successful Operations Strategies
3	Product and Service Design: Introduction to Product and Service Design, The Product and Service Development Process, Customer Needs and Market Research, Design for Manufacturing and Assembly (DFMA), Innovation and Creativity in Design, Legal and Ethical Considerations in Product and Service Design
4	Process Selection and Facility Layout: Overview of Process Selection, Types of Production Processes, Factors Influencing Process Selection, Facility Layout Planning and Design, Types of Facility Layouts (e.g., Fixed-Position, Process, Product, and Cellular Layouts), Techniques for Optimizing Facility Layout (e.g., Flowcharting, Computer-Aided Design)
5	Supply Chain Management: Introduction to Supply Chain Management, Supply Chain Design and Strategy, Inventory Management in the Supply Chain, Supplier Relationship Management, Logistics and Distribution Management, Supply Chain Risk Management
6	Inventory Management: Introduction to Inventory Management, Types of Inventory (Raw Materials, Work-in-Progress, Finished Goods), Inventory Control Systems (Just-In-Time, Economic Order Quantity), Demand Forecasting and Inventory Planning, Inventory Valuation Methods (FIFO, LIFO, Weighted Average), Techniques for Reducing Inventory Costs (ABC Analysis, Safety Stock Calculation)
7	Quality Management and Six Sigma: Introduction to Quality Management, Principles and Concepts of Total Quality Management (TQM), Quality Planning and Control Tools and Techniques for Quality Improvement (e.g., Pareto Analysis, Fishbone Diagram), Introduction to Six Sigma Methodology, Six Sigma Tools and Techniques (DMAIC, Control Charts, Process Capability)

8	Lean Systems and Just-In-Time (JIT): Introduction to Lean Systems, Principles of Lean Thinking, Key Concepts in Lean (e.g., Value Stream Mapping, 5S, Kaizen), Overview of Just-In-Time (JIT) Production, Implementing JIT in Manufacturing and Services, Benefits and Challenges of Lean and JIT Systems
9	Forecasting Techniques: Introduction to Forecasting in Operations and Logistics, Qualitative Forecasting Methods (e.g., Delphi Method, Market Research), Time Series Analysis and Forecasting, Causal Forecasting Methods (e.g., Regression Analysis), Measuring Forecast Accuracy (e.g., Mean Absolute Deviation, Mean Squared Error), Advanced Forecasting Techniques (e.g., ARIMA, Exponential Smoothing)
10	Scheduling Operations: Production Scheduling, Workforce Scheduling, Transportation Scheduling, Inventory Management, Capacity Planning, Maintenance Scheduling
11	Logistics Management: Transportation, Warehousing, Inventory Management, Material Handling, Order Fulfilment, Logistics Network Design
12	Global Operations and Logistics Global Supply Chain Management, International Logistics, Global Sourcing and Procurement, Cross-Cultural Management, Risk Management in Global Operations, Global Transportation Management

<b>Units</b>	<b>O01EA608 Supply Chain Management, Credits: 4</b>
<b>Learning Objective</b>	<b>Student should be able to conceptualise supply chain designs, which are aligned with business models for manufacturing and service companies, align supply chain integration strategy with the uncertainty of supply and demand, determine when and how a supplier should be integrated into the new product development process.</b>
1	Introduction to Supply Chain Management: Supply chain, objectives, importance, decision phases, process view
2	Competitive and supply chain strategies: Achieving strategic fit, supply chain drivers, obstacles, framework, facilities, inventory, transportation, information, sourcing, pricing
3	Designing the Supply Chain Network: Designing the distribution network, role of distribution, factors influencing distribution, design options
4	E-business and its impact: Distribution networks in practice, network design in the supply chain, role of network, factors affecting the network design decisions, modelling for supply chain.
5	Planning Demand and Supply: Role of forecasting, demand forecasting, approaches, role of IT
6	Planning and Managing Inventories: Safety inventory and its appropriate level, impact of supply uncertainty, aggregation and replenishment policies.
7	Transportation Networks and Sourcing: Role of transportation, modes and their performance, transportation infrastructure and policies
8	Transport design options and their trade-offs: Tailored transportation, Sourcing, In-house or Outsource, 3rd and 4th PLs, supplier scoring and assessment.
9	Coordination in a Supply Chain: Lack of supply chain coordination and the Bullwhip effect, obstacle to coordination
10	Managerial level processes in supply chain management: Building partnerships and trust, continuous replenishment and vendor - managed inventories, collaborative planning, forecasting and replenishment

11	Managing supply chain management for perishable commodities: Cold storage facilities, preservation-based supply chains, transport challenges over road, rail, ships, and planes for perishable commodities, quality control aspects
12	Technology in supply chain management: Sensors, communication, storage, analytics of all environmental data along the supply chain process for various kinds of product.

<b>Units</b>	<b>O01EA609 Security Analysis and Portfolio Management &amp; Derivative Market, Credits: 4</b>
<b>Learning Objective</b>	<b>To introduce students about the basic fundamentals of the share market and its management. It outlines a sound conceptual understanding of the derivative market, which includes various instruments like forward, futures, options, swaps and convertibles.</b>
1	Investment: A Conceptual Framework: Investment process, risks of investment and the common mistakes made in investment management
2	Investment Environment: Features and composition of money market and capital market, money market, capital market instruments and financial derivatives
3	Risk and Return: Concepts of risk and return, how risk is measured in terms of standard deviation and variance, the relationship between risk and return
4	Fundamental Analysis: Economy analysis, industry analysts and company analysis, weaknesses of fundamental analysis
5	Technical Analysis: Tools of technical analysis, important chart formations or price patterns and technical indicators
6	Efficient Market Hypothesis: Concept of 'Efficient Market' and its implications for security analysis and portfolio management
7	Behavioural Finance: Meaning of behavioural finance, deals with when, how and why psychology influences investment decisions
8	Valuation of bonds and shares: Elements of investment, bond features and prices, call provisions on corporate bonds, convertible bonds and valuation of bonds
9	Portfolio Management: Risks and Returns: Concept of portfolio and portfolio management, concept of risk, types of portfolio management
10	Markowitz Portfolio Selection Model: Concept of portfolio analysis and diversification of risk. Also discusses Markowitz Model and Efficient Frontier, Capital Asset Pricing Model (CAPM): Deals with the assumptions of CAPM and the inputs required for applying CAPM and the limitations of this Model
11	Conceptual Framework of Derivative Market-Meaning, Definition, Types and History, Participants in Derivative Market, Various Derivative Instruments - Forward, Futures, Options, Swaps and Convertibles, Forward Contract and Valuation of Forward and Future Prices, Swap Contract and its mechanism, Types of Swaps, Types of Orders in Derivative Trading, Overview of Derivative Market abroad and in India
12	Option Contracts - Characteristics, Terminologies, Option Pricing, Option Trading Strategies, Valuation of Options - Call and Put Values, Valuation Models, Dividends, Shares Splits and Bonus Shares, Convertible Securities and Other Embedded Derivative and its Valuation, Recent Trends in Commodity Market in India.

<b>Units</b>	<b>O01EA6010 Taxation, Credits: 4</b>
<b>Learning Objective</b>	<p><b>1. Understand the historical development of income tax law in India, including its basic concepts, and differentiate between capital and revenue income.</b></p> <p><b>2. Analyze the criteria for determining residential status and its impact on tax incidence for individuals, HUFs, firms, AOPs, and companies.</b></p> <p><b>3. Evaluate the various incomes exempt from tax under Section 10 and Section 13A of the Income Tax Act and apply the rules for taxability of allowances and valuation of perquisites.</b></p> <p><b>4. Assess the computation of income from house property, including the determination of annual value, deductions, and treatment of self-occupied property.</b></p>
1	Income Tax Law in India a Brief History, Basic Concepts, Capital and Revenue.
2	Residential Status and Tax Incidence General Norms, Residential Status of Individual, Residential Status of HUF, Firm, AOP, Residential Status of a Company, Residential Status, and Incidence of Tax.
3	Incomes Exempt from Tax Exempted Incomes, Income Exempt Under Section 10, Income Exempt Under Section 13A.
4	Income From Salaries Basis of Charge and Chargeability of Salary, Important Points Regarding Income from Salaries Meaning of Salary, Scope of Salary, Profits in Lieu of Salary Taxability of Allowances, Perquisite Valuation of Perquisites Provident Fund Allowable Deductions 'Under the Head Salaries.
5	Constituents of Income from House Property. Non-constituents of Income from House Property. Annual Value. Ownership of Property. Self-OccUPIed Property. Deductions from Income from House Property.
6	Profits And Gains from Business and Profession, Income Chargeable Under the Head 'Profits and Gains' Rent, Rates, Taxes, Repairs and Insurance, Depreciation Expenditure on Scientific Research, Capital Expenditure vs. Revenue Expenditure.
7	Capital Gains: Meaning and Overview, Cost of Acquisition of the Asset, Computation of Long-term and Short-term Capital Gains.
8	Income From Other Sources: Constituents of Income from Other Sources Deductions from Income from Other Sources Amounts Not Deductible from Other Sources (Section 58) Method of Accounting Grossing Up of Interest, Taxation of Gifts.
9	Set off and carry forward of losses and clubbing of incomes.
10	Deduction from Gross Total Income, Computation of Total Income of Individual and Tax liability.
11	Goods and Services Tax Background of GST – What is Process of preparation for GST, Comprehensive structure of the GST model, Shortcomings at the Central Level, Advantage at the Central Level on introduction of GST, Shortcomings at the State Level, Advantage at the State Level on introduction of GST.
12	GST in India versus GST in the other countries: What differentiates India. GST Rate Structure Registration procedure for GST, GST Migration from VAT, Excise & Service

	Tax, Levy of an Exemption from Tax, Levy of GST – Introduction, Composition Scheme, Remission of Tax / Duty.
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Unit	O01CA603 Banking and Insurance Management, Credits: 4
<b>Learning Objective</b>	<b>To introduce the basic concepts of Modern Commercial Banking and Insurance. By the end of the course, each student should attain proficiency in the following areas: Understanding basic Banking and Insurance concepts, theory of Law and practice of the banking and insurance business, Understanding the Structure of banking and insurance sector in India.</b>
<b>1</b>	Origin of Bank, meaning of bank, Definition of Bank, Features of Bank, Functions of bank Principles of bank, Creation of money, Basic concepts relating to credit creation Assumption of credit creation, Process of credit creation, Present structure of commercial banking in India
<b>2</b>	Evolution of Banking: Commercial Banking in India, Structure of the Commercial bank, Co -operative Credit Institutions, and Regional Rural Banks, Khan Committee Recommendations, Universal Banking, RBI and Opening of new banks.
<b>3</b>	Need for regulation of Banking System: Central Bank as the regulator of banking system, Banking Sectors: Corporate, retail, international and rural banking
<b>4</b>	Export credit: Pre shipment and post shipment and RBI measures, Definition of Banker, definition of Customer, Banker Customer relationship, Rights & Obligations of Banker & Customers.
<b>5</b>	loan and advances: methods and modes of creating charging, Types of Bank Deposits, Nomination Facility-Utility to customers and bankers, Licensing of Banking Companies; Branch Licensing. Paid up Capital and Reserves,
<b>6</b>	Capital Finance: Short- and Long-term Loans, CAMELS rating, Concept of NPA-Capital Adequacy, and its importance, International regulation of Banks-Basel Norms, Global Financial Crisis and Banks, Priority sector lending
<b>7</b>	Insurance: Introduction of and principles of Insurance, Meaning, Types Managing Agencies (importance of agents in reaching out to customers).
<b>8</b>	Essential elements of a contract of insurance. Various insurance documents and their special features. Various conditions & privileges for affecting Life Insurance Policies. Methods of computation of premium & factors influencing the calculation of premium rate. Underwriting of risk, need of underwriting, underwriting process and factors affecting underwriting process.
<b>9</b>	Introduction to General Insurance, Origin of General Insurance, Growth of General Insurance, Establishment of General Insurance Company, Principles of General Insurance, Functions of General Insurance, General Insurance Products, Personal General Insurance Products, Commercial General Insurance Products, Types of policies
<b>10</b>	Indian Insurance companies, Non-Life Insurance Companies, Life and General Insurance Market, Underwriting and Rating practices, Claims Practice and Procedure,
<b>11</b>	Insurance Business: Objectives and nature of insurance business, Legal framework of insurance business including Postal Life Insurance. History and evolution, Indian Contract Act, 1872: Insurance Contract – features and essential elements. Formulations of insurance contract. Documents used in insurance contract.

<b>12</b>	Nature of The Insurance Act 1938, Insurance Regulatory & Development Authority (IRDAI) Act 1999, Recent Changes in IRDA norms, Life Insurance Corporation Act 1956, Insurance Ombudsman, FDI in Insurance. Structure and competitive nature of Indian Insurance market, Growth potential and future prospects of the insurance industry
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<b>Units</b>	<b>O01EA611 Market Research, Credits: 4</b>
<b>Learning Objectives</b>	<b>To induce a sense of research orientation considering different market dynamics</b>
<b>1</b>	Marketing Research Dynamics: Introduction, Meaning of Research, Research Characteristics, Various Types of Research, Marketing Research and its Management, Nature and Scope of Marketing Research, Marketing Research in the 21st Century (Indian Scenario), Marketing Research: Value and Cost of Information
<b>2</b>	Planning the Research Process: Introduction, Research Process: An Overview, Formulation of a Problem, Research Methods, Research Design, Data Collection Methods, Sample Design, Data Collection, Analysis and Interpretation, Report Writing, Components of Research Proposal, Components of Research Paper
<b>3</b>	Research Design: Introduction, Meaning of Research Design, Types of Research Design, Descriptive Research, Causal Research Design, Research Design and Marketing Decision Process, Choosing a Good Research Design
<b>4</b>	Data Collection Sources and Methods: Introduction, Meaning and Nature of Secondary Data, Advantages of Secondary Data, Drawbacks of Secondary Data, Types of Secondary Data Sources, Primary Data and its Types
<b>5</b>	Designing a Questionnaire: Introduction, Questionnaire Design, Questionnaire Building, Process of Questionnaire Design, Information Required, Interview Method, Questionnaire Format and Question Composition, Individual Question Content, Questions Order, Form and Layout, Pilot Testing the Questionnaire
<b>6</b>	Measurement and Scaling Techniques: Introduction, Importance of Measurement and Scaling in Marketing Research, Scales of Measurement: Fundamental Properties, Primary Scales of Measurement, Attitude Measurement Scales, Types of Comparative Scales, Non – Comparative scale, Selecting an Appropriate Scale, Scale Evaluation
<b>7</b>	Sampling Theory-Design, Size and Techniques: Introduction, Meaning of Sampling, Importance of Sampling in Marketing Research, Sampling: Basic Constructs, Process of Sampling Design, Determining Sample Size, Probability and Non-Probability Sampling, Classification of Probability Sampling Techniques, Classification of Non-Probability Sampling, Selecting an Appropriate Sampling Technique
<b>8</b>	Hypothesis Testing: Introduction, Hypothesis, Steps Involved in Hypothesis Testing, Test of Significance of a Mean, Test of Significance of Difference between Two Means, Test of Significance of Difference between Two Standard Deviations, Test of Significance of Sample Proportion, Test of Significance of Difference between Two Sample Proportions, Student's T – Distribution, Parametric and Non-Parametric Tests
<b>9</b>	Data Processing and Preliminary Data Analysis: Introduction, Survey Field Work and Data Collection, Nature and Scope of Data Preparation, Editing, Coding, Data Entry, Data Cleaning, Preliminary Data Analysis, Assessing for Normality and Outliers

<b>10</b>	Data Analysis I: Introduction, Statistics in Data Analysis, Measures of Central Tendency, Measures of Dispersion, Bivariate Analysis, Multivariate Analysis, Descriptive Statistics, Univariate Analysis, Bivariate Analysis, Correlation analysis, analysis of variance and analysis of covariance, Multivariate Analysis, Conjoint analysis
<b>11</b>	Data Interpretation and Report Writing: Introduction, Data Interpretation, Research Report, Modus Operandi of Writing a Market Research Report, Structure of the Report, Components of a Report, Style and Layout of a Report, Revising and Finalizing the Research Report, Quality Research Report, Responsibilities of a Market Research Report Writer, Presenting the Report
<b>12</b>	Applications of Marketing Research I: Introduction, Consumer Market Research, Business-to-Business Market Research, Product Research, Pricing Research, Motivational Research, Distribution Research, Advertising Research, Media research, Sales Analysis and Forecasting, Data Mining

<b>No of Units</b>		<b>O01EA612 Service Marketing &amp; Global Marketing, Credits: 4</b>
<b>Learning Objectives</b>		<b>To introduce learners about conceptual framework in the marketing of services and challenges faced by marketing managers in the service marketing areas in a global market environment.</b>
<b>1</b>	Nature and Scope of Services: Introduction, meaning of services, unique characteristics, difference between services and tangible products, service sector, classification of services, growth of service sectors and service industries.	
<b>2</b>	Services Marketing: Introduction, concept and evolution of services marketing, meaning of service marketing, myths encountered in services, need for service marketing, and growth in Services Marketing	
<b>3</b>	Services Marketing: Mix and Gaps Model Introduction, 7Ps of service marketing, service gaps framework, perceived service quality, models of service marketing	
<b>4</b>	Service Design and Service Delivery: Introduction, Service delivery process, service encounters and Moments of Truth, employee role in service delivery, service employee- criteria, importance and emotional approach, role of service provider, intermediaries involved in Service Process and Service Delivery	
<b>5</b>	STP: Strategy for Services Introduction, Need for segmentation of services, basis of segmentation services, segmentation strategies in service marketing, need for targeting and positioning of services, positioning strategies for services, positioning Through Product/Service Delivery Strategies, Positioning Through Pricing Strategies, Positioning through Distribution Strategies, positioning through Sales Promotion and Advertising, Service Differentiation Strategies	
<b>6</b>	Consumer Behaviour in Services Marketing: Introduction, Customer Expectations in Services, Service Costs Experienced by Consumer, the Role of customer in Service Delivery, Conflict Handling in Services, Customer Responses in Services, Concept of Customer Delight	
<b>7</b>	Service Development and Quality Improvement: Introduction, Types of New Service Development and its Stages, Types of new services, Stages in new service development, Service Costs Incurred by the Service Provider, service Blue Printing, service Development – Need, Importance and as a Measure of Competitive Advantage, service Quality Dimensions, Service Quality Measurement and Service	

	Mapping, Improving Service Quality and Service Delivery, Service Failure and Recovery
8	Customer Defined Service Standards: Introduction, Customer Defined Service Standards- Hard and Soft, Concept of Service Leadership and Service Vision, Meeting Customer Defined Service Standards, Service Flexibility Versus Standards, Evaluate Strategies to Match Capacity and Demand, Managing demand, Managing supply, managing Demand and Supply of Service – Lack of Inventory Capability, applications of Waiting Line and Queuing Theories to Understand Pattern Demand
9	Integrated Services Marketing: Introduction, meaning and Importance, Features of Integrated Service Marketing, Integrated Marketing Communication for Service, Reasons for growing importance of integrated marketing communication, Advantages of integrated marketing communication, Integrated Service Marketing Mix, Developing an effective and efficient service marketing system, Integration of service quality measures and managing quality
10	Marketing of Services: Introduction, Overview of Different Service Sectors, Marketing of Banking Services, Marketing in Insurance Sector, Marketing of Education Services, Marketing of Tourism and Airlines, Tourism marketing, Airlines marketing, marketing of Hospitality Services, Healthcare Marketing, Social Service by NGOs, Marketing of Online Services, Marketing of Professional Services
11	Emerging Issues in Service Marketing: Introduction, Strategic approach in Services Marketing, Service Marketing in e-Commerce and e-Marketing, and Telemarketing Services, Service Marketing Research for Global Markets and Rural Markets, Innovations in Services Marketing, Ethical Aspects in Service Marketing
12	Customer Relationship Management: Introduction, Meaning and Definition of CRM, Importance of CRM, Concept and Growth of Relationship Marketing, Scope of Relationship Marketing, concept of Lifetime Customer and Customer Loyalty, Benefits and difficulties of CRM

Units	O01EA613 Organisation Development and Human Resource Development, Credits: 4
Learning Objectives	To understanding about the development of human resource in the modern organization. This course also highlights the importance of training & development and planning of career of the employees, in today's age of LPG. It provides a sound understanding of the process and methods of training and development to enable them to apply it in real work situations.
1	Organizational Development: An introduction: Organizational Development – Meaning and Definition, History of OD, Relevance of Organizational Development for Managers, Characteristics of OD, Assumptions of OD
2	Change Process and Models: Organizational Change, Strategies for Change, Theories of Planned Change (Lewin's change model, Action research model, the positive model), Action Research as a Process, Resistance to Change
3	Role of OD Practitioner: OD Practitioner, Role of OD Professional in Organizations, Competencies Required for an OD Professional, Scope of the Role of an OD Professional

<b>4</b>	Process of OD: Process of OD, Components of OD program, OD program phases, Making an Entry, Developing Contract, Launch, Situational Evaluation, Closure
<b>5</b>	Designing Interventions: OD Interventions, Characteristics of OD Interventions, Levels of Diagnosis in Organisations, OD Map, Factors Affecting Success of Interventions
<b>6</b>	Values and Ethics in OD: Professional Values, Value Conflict and Dilemma, OD Values and Changing Themes over Time, Ethics in OD, Ethical Dilemmas in Practicing OD, Factors that Influence Ethical Judgement
<b>7</b>	Technology and OD: Technology & OD: Basic Concept, Impact of Technology in Organisations, Benefits of Using Technology in OD, Guidelines for Integrating Technology in OD Interventions, Tools used in OD
<b>8</b>	Human Process Interventions: Introduction, Team Development Interventions, Interpersonal Development Interventions
<b>9</b>	Human Resource Interventions: HRM Interventions, Goal Setting, Performance Appraisal, Reward Systems, Career Planning and Development, Managing Workforce Diversity, Employee Wellness
<b>10</b>	Overview of Human Resource Management, objective, HRD Process ,HRD Mechanisms, Processes and Outcomes, Principles of HRD System, Sub-Systems of HRD, Difference between HRD and Training; Training and development, learning principles, training, meaning, need, objectives. Methods of training; on-the-job, off-the-job methods of training.
<b>11</b>	Development concepts, objectives and process, development concepts, objectives and process, methods of development; coaching, job rotation, Job enlargement and job enlargement managerial grid
<b>12</b>	Training for trainer: Ice breaking, skills of trainers, room setting in training, Types of participants and methods of handling them, Career Planning.

No of Units	<b>O01EA614 Compensation Management &amp; International Human Resource Management, Credits: 4</b>
<b>Learning Objectives</b>	<b>To promote understanding regarding issues related to the compensation or rewarding of human resources in the corporate sector, public services and other forms of organizations and to impart skills in designing, analysing and restructuring reward management systems, policies and strategies. The course is also helpful in helping the students to critically explore the management of people from an international perspective, analysing the International HRM policies, strategies and practices that organizations pursue in responding to demands of increased globalization.</b>
<b>1</b>	Compensation management: An Introduction: Compensation Management, Compensation and Non-compensation Dimensions, 3-P Concept in Compensation Management, Compensation as Retention Strategy, Compensation for Special Groups, Significant Compensation Issues
<b>2</b>	Job Evaluation, Grading and Compensation Structure: Concept of Salary Structure, Salary Progression, Methods of Payment, Limitations of Job-Related Compensation, Competency based Compensation (Broad pay bands and 360-degree feedback)

<b>3</b>	Wages and Salary Administration at Macro (National) Level: Wage Concept, Wage Policy, Institutional Mechanisms for Wage Determination, Pay Commission, Wage Boards, Public Sector Pay Revision, ILO and Collective Bargaining, Union Role in Wage and Salary Administration
<b>4</b>	Job Evaluation: Compensation Strategy at Micro Level, Concept of Equity, Job Evaluation - Methods of job evaluation and System of job evaluation, Process of Job Evaluation, Problems Involved in Job Evaluation
<b>5</b>	Incentive Schemes: Pay for Performance: Types of Incentive Schemes, Wage Incentive Plans, Pre-requisites of Effective Incentive Schemes, Merits and Demerits of Incentives, Pay for Performance Plans
<b>6</b>	Benefits and Services: Concept and Nature of Benefits, Classification of Employee benefits, Employee Benefit Programs, Long term Incentive plans, Strategic Perspectives on Benefits, Factors Influencing Choice of Benefit Program, Administration of Benefits and Services, Employee Services – Designing a Benefit Package.
<b>7</b>	Tax Planning: Concept of Tax Planning, Role of Tax Planning in Compensation Benefits, Tax-efficient Compensation Package, Tax Implications of Employee Compensation Package to Employer, Fixation of Tax Liability, Salary Restructuring, Recent Trends in Taxation
<b>8</b>	Introduction: Definition of IHRM, need of IHRM, Variables that moderate between domestic and international HRM
<b>9</b>	International Recruitment & Selection: Staffing policies, issues in staff selection. Performance management: performance management in MNC, factors associated with individual performance appraisal.
<b>10</b>	Training and Development: expatriate training, developing international staff and multinational teams. Adaptation & Repatriation.
<b>11</b>	Performance Linked Compensation: Performance management, Performance Appraisal and Measurement, Pay for Performance Plans, Balancing of Internal and External Equity
<b>12</b>	Compensation: Expatriate Compensation and its Objectives, objectives of international compensation, approaches to international compensation. Managing diverse workforce globally, importance of cultural awareness.

<b>Unit</b>	<b>O01EA615 E-Commerce, Credits: 4</b>
<b>Learning Objectives</b>	<b>To provide students with an in-depth understanding of ECommerce. The course will examine the various E-Commerce models, E-Commerce technological infrastructure, process architecture, and technical components that comprise an E-Commerce solution, such as Electronic Payment Systems, Security, and Electronic Data Interchange. The course will also examine the role of the internet, ISP providers, network architecture, network media.</b>
<b>1</b>	Introduction to E-Commerce: Main Activities of Electronic Commerce, Benefits of E-Commerce, Broad Goals of Electronic Commerce, Main Components of E-Commerce, , Functions of Electronic Commerce, Process of E-Commerce, Types of E-Commerce, Role of Internet and Web in E-Commerce, Technologies Used

2	Internet – The Backbone for E – Commerce: Early Ages of Internet, Networking Categories, Characteristics of Internet, Components of Internet, Shopping Cart, Cookies and Electronic Commerce, Web Site Communication, Strategic Capabilities of Internet
3	ISP, WWW and Portals: Internet Service Provider (ISP) , World Wide Web (WWW), Portals Steps to build homepage, Advantages of Portal, Enterprise Information Portal (EIP)
4	Reference Models: Open Systems Interconnection (OSI) Model, Transmission Control Protocol (TCP) / Internet Protocol (IP) Model, Protocol
5	Building an E-commerce Web Site: A systematic, Approach, The e-commerce security environment, Security threats in the e-commerce environment, Technology, solution, Management policies, Business procedures, and public laws, Payment system, E-commerce payment system, Electronic billing presentation and payment
6	Consumer online: The Internet Audience and Consumer, Behaviour, Basic Marketing Concepts, Internet Marketing, Technologies, B2C and B2B E-commerce marketing and business strategies, The Retail sector, Analysing the viability of online firms.
7	E-commerce in action: E-tailing, Business Models, Common Themes in online retailing, The service sector: offline and online, online financial services, Online Travel Services, Online career services
8	Social networks and online communities, Online auctions, E-commerce portals
9	Internet Service Providers; IT Network infrastructure for E-Commerce; Electronic Payment Systems; Digital Signature
10	Encryption and Cryptography; E-Commerce model for a Middle Level Organization; Promoting Web Traffic
11	E-Payment Systems: Electronic Funds Transfer, Digital Token Based E-Payment Systems Modern Payment Systems, Steps for Electronic Payment, Payment Security, Net Banking
12	Knowledge Management: Knowledge Management and Its Goal, Collaborative Computing and Knowledge Management, Knowledge Management Tools, Features of Knowledge Management Tools, Knowledge Creating Process, Knowledge Management Strategies for Different Organizations

Unit	O01EA616 Technology Management and Strategy, Credits: 4
Learning Objective	To introduce fundamental concepts of technology management with special reference to the innovation process, human factors in technology development, and competitive technology, thus exploring the relationship between technology management and technology strategy.
1	Technology Management: Definition, key concepts, role, importance, life cycle approach, innovation process, integrating people and technology, human factors in technology operations.
2	Implications of Technology Management: Creation of Employment, Wealth, and Well-being, Long-wave Cycle, Evolution of Production Technology and Product Technology
3	Technological Innovation: Technological Innovation, Invention and Innovation, Creativity and Innovation, Management of Innovation and Innovation Strategies

4	Paradigms of Technology Management: Technology Paradigm and Issues, Guiding Principles of Technology Management, Management Paradigms and Technology, Case Study: Implementation of CRM in DfES
5	Technology Life Cycle: S-curve of Technological Progress, Market Growth and Technology Life Cycle, Multiple-Generation Technologies, Product Life Cycle, Diffusion of Technology
6	Technology and Business Strategy: Defining Strategy, Methods for Strategic Analysis and Decision Making, Technology Strategy: Formulation and Direction, Technology, Business Strategy, and Core Competence
7	Generic competitive technology strategies, relationship between technology strategy and corporate strategy, strategic shifts and resource commitments, technology vision and goals, technology leadership.
8	SWOT analysis for technology, matching business portfolio and technology portfolio, technology – market mix, flexibility in technology strategy.
9	Strategic technology planning, investment in technology, technology strategy and functional strategy and functional strategy, implementation and control of technology strategy, global linkages.
10	Strategic Management, Business Policy, Corporate Strategy, Basic Concept of Strategic Management, Mission, Vision, Objectives, Impact of globalization, Basic Model of Strategic Management, Strategic Decision Making, Mintzberg's 5Ps of Strategy, Mc. Kinsey 7-S Framework, Corporate Governance and its code and laws, Social Responsibility Impact of Internet and E-Commerce, Role of Strategic Management in Marketing, Finance, HR and Global Competitiveness
11	Importance and Nature of Strategic Evaluation; Strategic and Operational Control; Evaluation Process for Operational Control; Evaluation Techniques for Strategic and Operational Control.
12	Strategic Enablers: R&D Strategy, IT and strategy, Knowledge Management, Strategic Risk

Unit	<b>O01EA617 Materials and Store Management, Credits: 4</b>
<b>Learning Objective</b>	<b>To understand material management involves in the planning, procurement, storage, and distribution of materials needed for an organization's operations.</b>
1	Determination of Stockholding Policy: Customer expectations – internal/external; supply market conditions; Categories of risks and their evaluation; Requirements of the business and the need for stock.
2	Economics constraints: methods of avoiding carrying stock; General control methods e.g. ABC analysis. Control of Stock Range Coding, classification and categorization methods.
3	Variety reduction and standardization: Application and approval of new stock items; Control of slow moving; obsolete and redundant stock; Role of and function in determining stock range.
4	Control of Stock Levels Forecasting: techniques in relation to demand and lead times; Independent demand situations and the use of fixed order quantity and periodic review systems; Techniques for dealing with dependent demand.

5	The Kanban approach and Just in Time philosophy: Coping with uncertainty in achieving required service levels; Suppliers contribution to controlling stock. Management of Storage Facilities.
6	Identifying commodities: Types of to be stored and their characteristics with regard to storage and handling needs; Materials requirements planning (MRP) and manufacturing resource planning (MRPII) and distribution requirements planning (DRP); Pull systems.
7	Physical Management of Stock Selection: Operation of appropriate storage and materials handling equipment – general outline; Methods of stores layout to optimize the use of space and minimize picking costs.
8	Outsourcing: activities and vendor managed inventory; Maintenance of security and prevention of theft; Storage and disposal of redundant, obsolete and scrap items; Environmental issues.
9	Management Aspects Health and Safety at work: Operational issues: Health and Safety at work – management issues interdependence and teamwork; Relationships with other functions.
10	Relevant Techniques Use of operational research techniques: Queuing theory, network analysis, simple simulation techniques and decision trees; Identifying methods to distinguish between stores efficiency and effectiveness; Benchmarking and measurement of performance.
11	Technology in Material and Store Management.
12	Managing and Storing Hazardous materials.

Unit	<b>O01EA618 Quality Management and Global Supply Chain Management, Credits: 4</b>
Learning Objective	<b>To introduce process and functions of supply chain management, Appreciate the design and network in supply chain management, and understand the role of coordination in supply chain management</b>
1	Total Quality Management (TQM): Principles of TQM, TQM Tools and Techniques, Quality Circles, Benchmarking, Quality Audits, Cost of Quality.
2	Six Sigma and Lean Manufacturing: Six Sigma Methodology (DMAIC), Lean Manufacturing Principles, Six Sigma Tools and Techniques, Lean Tools and Techniques, Integration of Lean and Six Sigma, Role of Leadership in Six Sigma and Lean.
3	Introduction to Global Supply Chain Management: Stages of International Development of Global Supply Chain Management.
4	Managing implementations of TQM models like EFQM, Malcolm Baldridge and Rajiv Gandhi awards in organisations.
5	Statistical techniques in optimising Manufacturing.
6	Technology's role in the QA process.
7	Forces of Global Supply Chain: Global market force, Technology force, Global cost force, Political force.
8	Risks in Global Supply Chain: Supply Chain Disruptions, Supply Chain Cybersecurity Risks, Supplier Risk Management, Logistics and Transportation Risks, Economic and Financial Risks, Compliance and Legal Risks.

9	Flexible Strategies Requirements for Global Supply Chain: Speculative Strategies, Hedge Strategies, Global Strategy implementation, Advantages of Global Supply Chain, Supply Chain security.
10	Issues in international Supply Chain Management: International Versus Regional Product, Local autonomy versus control logistics –Importing & Exporting, Main forces, Barriers.
11	The Global Supply Chain Performance Cycle length: Operations, system integration, Alliances, Views of Global Logistics –Importing & Exporting, Main force
12	Green Supply Chain: Strategies. Green Supply Chain indicators, Strategic, tactical, Operational. Wastivity in Supply Chain

<b>Unit</b>	<b>O01EA619 Multinational Finance &amp; Risk Exposure Management, Credits:4</b>
<b>Learning Objective</b>	<b>To enable the students to understand the broad scope of international financial system. It also comprises an analysis of Indian forex market and its risk exposure management.</b>
1	Introduction to International Financial Management (IFM), Modes of International Business, Scope of IFM, IFM and Domestic Financial Management
2	Foreign investment decision-Foreign direct investment (FDI): motives, FDI theories-theory of comparative advantage, OLI paradigm of FDI in India. FII's Definition, role of FII's, Different Between FDI & FII
3	International Banking: IMF, Bank for International Settlements; international banking-euro bank, types of banking offices-correspondent bank, representative office, foreign branch, subsidiary bank, offshore bank.
4	Balance of Payments, Current Account and Capital account, Causes / Factors Responsible for Disequilibrium in BOPs, Methods of Correction of Disequilibrium, and Barriers to Trade.
5	Eurocurrency market, international bond market, international equity market, international money market.
6	Foreign Exchange Market, Characteristics, Major Participants, Spot Market and Forward Market, Swap Transaction, Currency Arbitrage, Speculation in the Spot Market and Forward Market.
7	Exchange Rate Mechanism, Exchange Rate Quotations, Nominal, Real and Effective Exchange Rates, Spot Rate / Forward Rate, Determination of Exchange Rate in the Spot Market, Factors Influencing Exchange Rate, Exchange Rate Determination in the Forward Market, Covered and Uncovered Interest Arbitrage.
8	Exchange Rate Forecasts, Need and Technique.
9	Foreign Exchange Exposure, Need, Types - Translation Exposure, Transaction Exposure, Real Operating Exposure.
10	Management of Foreign Exchange Exposure, Hedging of Translation Exposure, Hedging of Transaction Exposure, Hedging of Real Operating Exposure.
11	International Capital Market, Various Instruments and their types - International Bond Market, International Equity Market.
12	Foreign Direct Investment (FDI), Costs and Benefits of FDI, Strategy for FDI, Conflicts between Home Country Government and MNCs and Measures of Control, Conflicts between Host Government and MNCs and Measures of Control.

<b>Unit</b>	<b>O01EA6120 Marketing of Financial Services &amp; Mergers and Acquisitions, Credits: 4</b>
<b>Learning Objective</b>	To introduce a conceptual framework of a range of financial products and services offered by different financial institutions and agencies in India. It also outlines the core concepts of mergers and acquisitions (M&A) strategies and the challenges encountered in implementing the same.
1	Introduction to Financial Services, Definition, Functions of Financial Services, Characteristics, Scope, Classification of Financial Services - Traditional and Modern activities, Recent trends.
2	Factoring: Definition, Services provided, Types, Factoring Mechanism, Factoring Cost, Benefits, Differences between Bills Discounting & Factoring, Characteristics of International Factoring, Mechanism of International Factoring, Needs and benefits
3	Forfaiting: Definition, Pricing of a Forfaiting transaction, Mechanism, Difference between Forfaiting & Factoring, Benefits, Leasing and Hire Purchase, Types of Leases, Procedural Aspects, Advantages and Disadvantages, Myths About Leasing, Difference between Leasing and Instalment Sales, Differences between Leasing and Hire Purchases.
4	Depositary Receipts, definition, ADR and GDR, working mechanism, benefits, Eligibility conditions for overseas companies to issue IDRs.
5	Hedge Fund: introduction, benefits and risk, Hedge Fund Vs Mutual Fund, Hedge Fund Strategies.
6	Mutual Fund, definition, features, Products / Schemes, NFO, NAV, organization of a Mutual Fund, AMFI, Securitization, introduction, structure, advantages and disadvantages
7	Credit Rating: Origin, advantages, Rating Agencies, Rating symbols, Rating Methodology, Growth of Credit Rating Industry in India. Recent Trend in Financial Services.
8	Conceptual Framework of Mergers and Acquisitions (M&A), Types and Forms of Mergers, Mergers and Acquisitions Activities and its Trend, Distinction amongst Mergers, Acquisitions, and Amalgamation, Motives, Benefits of M&A
9	Synergy Effect - Creation of Synergy, Various M&A Lingo- Reverse Merger, Holding Company, Joint Venture, Strategic Alliances, Divestiture, De-Merger, Spin- Off, Carve Out, Spit Off, Spit Up, LBO, MBO, Assets Stripping, Black Knight, Grey Knight, Macaroni Défense, ESOP, Green Mail, White Mail, White Knight, Shark Repellent, Pac Man, Liquidation, Poison Pill.
10	Reasons for Mergers, Growth of M&A Activity in Asia, Seeking Acquisition Opportunities, A Disciplined Acquisition Programme, Failure of M&A Proposal, Schemes and Legal Procedure for a Merger, Regulation of Takeover and Takeover Code of SEBI, Financing a Merger-Cash Offer or Share Exchange
11	Common Takeover Tactic - Friendly and Hostile Takeover, Tender Offer, Defences including Pre-bid and Post-bid Strategies, Valuation of Firms in M&A- Valuation Models, Valuation of Brand – Quantifying Brand through Goodwill, Approaches to Brand Valuation, Value Creation through M&A – Determination

	of Net Economic Advantage, Human Aspects of Post Acquisition Integration, Concept and Scope of Due Diligence,
12	Accounting for Business Combination –Methods used in Accounting Treatment for M&A and Takeover Activities, Computation of Purchase Consideration, Looking at Pre-merger Status and Post-merger Impact on different financial parameters of the Merged Firm and Merging Firms, Determination of Exchange Ratio in M&A Proposal, Case Discussions.

O01CA604	<b>Project Work, Credits: 4</b>
<b>Learning Objective</b>	<p>1. <b>To make students industry ready</b>  2. <b>To enable students, apply the knowledge in handling and completing the project work of their area and interest.</b></p> <p><b>Students can take up a project work that are related to the development of software applications in the field of computer science or Information Technology. (Refer to Project manual for more details)</b></p>

### 5.3 Duration of the Programme

Programme	Level	Duration	Maximum duration for completion	Credits
MBA	Master's degree	2 years	(2+ 2) years (As per UGC Notification on Specification of Degree, 2014)	102

### 5.4 Faculty and Support Staff Requirement

Academic Staff	Number available to meet the required delivery norms
Programme Coordinator	1 member
Course Coordinator	1 member
Course Mentor	1 member per batch of 250 students

### 5.5 Instructional Delivery Mechanisms

The Centre of Directorate of Online Education of SMU comprises of faculty members and staff who are well versed in Distance Education and Online delivery.

An Academic calendar depicting dates for all major events during each semester will be prepared by faculty members and shared with students through LMS, at the beginning of each academic session.

Apart from providing content in the form of Self Learning Material, enough e-learning resources in the form of Audio and Video content will be provided to students. Regular engagement of students will be ensured through the following means:

- Conduct of Webinars/live lectures/online lectures/Virtual Class
- By encouraging them to participate in mandatory Discussion Forums to stimulate their thinking, and to be able to fearlessly express their views in forums. These discussion forums will be moderated by faculty to provide equal opportunity for everyone to participate, as well as to ensure maintenance of decorum of the forum.
- Through periodic formative assessments

Regular evaluation of content learnt will be provided for, through Self-Assessment Questions within the SLM, as well as quizzes on the LMS. The quizzes can be taken any number of times, so that they reach a stage of being able to answer questions without errors, which is a reflection of their understanding of the concept.

Effort will be made to provide case studies to enhance their analytical ability and make right decisions.

Link to University's digital library portal.

All links to additional reading will be provided in the LMS. Interested students can study beyond the confines of the syllabus.

## **5.6 Identification of Media–print, Audio or Video, Online, Computer Aided**

LMS provides for all audio video content (e-learning material, e-pubs, faculty-led video sessions, virtual classrooms and discussion boards), dashboard of their progress in learning, comparison with their peers in terms of learning, regular notifications regarding upcoming Webinars/virtual classes, Assignments, Discussion Forum participations and Examinations. It also provides an opportunity for raising queries if any, and seeking answers to the same, by chat bot or course mentors.

## **5.7 Student Support Services**

The Student Support services will be facilitated by the Directorate of Online Education, which includes the pre-admission student support services like counselling about the programme including curriculum design, mode of delivery, fee structure and evaluation methods. Post-admission student support services include guiding students towards accessing e-identity card, LMS portal, Academic calendar and academic delivery. Examinations support staff shall answer queries pertaining to conduct of end-semester examinations, evaluation and issue of certificates.

## **6. Procedure for Admission, Curriculum Transaction and Evaluation**

The purpose of Online education by Sikkim Manipal University is to provide flexible learning opportunities to students to attain qualification, wherever learners are not able to attend the regular classroom teaching. Academic programmes offered for such candidates under Online Learning mode will be conducted by the Centre of Directorate of Online Education with support of the various University schools. The programmes/courses may be termed Online mode for award of Degree. Eligibility criteria, programme/course structure, curriculum, evaluation criteria and duration of programme shall be approved by Board of Studies and Academic Council which are based on UGC guidelines.

Candidates seeking admissions in any programme offered by Centre of Directorate of Online Education shall fill up online application form available on CDOE website. Before applying, candidates must check eligibility criteria for programme that they are interested in. Details about Eligibility criteria, programme structure, curriculum, duration, and fee structure are available on the website.

## **6.1 Procedure for Admission**

### **6.1.1 Minimum Eligibility Criteria for admission**

1. Candidates must have completed 10+2+3-year or 10+2+4-year or 10+3+3-year bachelor's degree in any discipline from a recognized university/institution, or an equivalent qualification as recognized by the Association of Indian Universities (AIU) or other competent bodies. Grades: minimum of 50% marks in aggregate in graduation (45% marks in case of candidates belonging to reserved category).
2. Candidates who have completed their 10+2 or graduate level education outside India must produce a certificate of equivalence issued by the Association of Indian Universities.

### **Other requirements:**

Candidates who are not Indian citizens or residing outside India and holding NRE or PIO status will be billed an international fee for respective degrees & may need to submit documents mentioned but not limited to CV, address proof, valid visa, PR card & passport copy as part of the application process.

### **Important Instructions:**

- All admissions shall be provisional until and unless candidates meet the eligibility criteria.
- Admission will stand cancelled if a candidate does not meet eligibility criteria, or there is failure to pay programme/course fees.
- Admission will stand cancelled, if candidate does not submit proof of eligibility within stipulated time given by Centre of Directorate of Online Education.
- Centre of Directorate of Online Education has the right to make necessary changes from time to time as deemed fit in Eligibility criteria, programme/course structure, curriculum, duration, fee structure and programme announcement dates. All changes will be notified on website.
- Candidates should carefully read all instructions given in the Programme prospectus before start of application form.

### **6.1.2. Fee Structure**

The fee for MBA domestic learners

- Total Course fee (Four Semesters): INR 1,10,000
- Each Semester: INR 27,500

The fee for MBA international learners

- Total Course fee (Four Semesters): USD 1375
- Each Semester: USD 344

## **6.2 Curriculum Transactions**

### **6.2.1. Programme Delivery**

Sikkim Manipal University has state-of-the-art mechanism for online mode of Academic delivery to ensure quality education. Faculty members at SMU offer expert guidance and support for holistic development of the students. Faculty members are not mere facilitators of knowledge but they also mentor students to make learning more engaging and maintain high retention level. The programme will be delivered with an aim to provide expertise and ensure that students excel in their domains.

The features of programme delivery are:

- Online Mode of Academic Delivery
- Periodic review of Curriculum and Study material
- Live Interactive lectures from faculty / Course coordinators
- Continuous Academic and Technical support
- Guidance from Course Co-ordinators
- Learning and delivery support from Course Mentor

### **6.2.2 Norms for Delivery of Courses in Online Mode**

S. No.	Credit value of the course	No. of Weeks	No. of Interactive Sessions		Hours of Study Material		Self- Study hours includi- ng Assess- ment etc.	Total Hours of Study (based on 30 hours per credit)
			Synchronous Online Counselling/ Webinars/ Interactive Live Lectures (1 hour per week)	Discussion Forum/ asynchrono- us Mentoring (2 hours per week)	e- Tutorial in hours	e- Content hours		
1.	2 Credits	6 weeks	6 hours	12 hours	10	10	22	60
2.	4 Credits	12 weeks	12 hours	24 hours	20	20	44	120

### **6.2.3 Learning Management System to support Online mode of Course delivery**

LMS Platform has been built to help learners reach their potential in their chosen programme. It is a secure, reliable learning experience tool that works consistently on Web and Mobile devices. Its simple interface makes it easy for instructors to design courses, create content and grade assignments. It provides a great mobile experience due to the responsive design which is paired with purpose-built native apps. It provides seamless accessibility to ensure all tools are standards-compliant and easy for

students to navigate using assistive technologies. It provides 24 X 7 learning experience to facilitate learning as per the pace chosen by learners. Digital portfolio functionality allows students to document and share their learning journey as it happens on both web and mobile platforms.

#### **6.2.4 Course Design**

The Course content is designed as per the SWAYAM guidelines using 4-quadrant approach as detailed below to facilitate seamless delivery and learning experience

- (a) Quadrant-I i.e. e-Tutorial, that contains – Faculty led Video and Audio Contents, Simulations, video demonstrations, Virtual Labs
- (b) Quadrant-II i.e. e-Content that contains - Portable Document Format or e-Books or Illustration, video demonstrations, documents as required.
- (c) Quadrant-III i.e. Discussion forums to raise and clarify doubts on real time basis by the Course Coordinator and his team.
- (d) Quadrant-IV i.e. Self-Assessment, that contains MCQs, Problems, Quizzes, Assignments with solutions and Discussion forum topics.

#### **6.2.5 Academic Calendar**

Sl. No.	Event	Academic Calendar
		Timeline
1	Commencement of Academic Session	January/July
2	Assignment Submission	5 <sup>th</sup> week – 18 <sup>th</sup> week
3	Assignment Evaluation	6 <sup>th</sup> week onwards
4	Webinars / Interactive Live Lectures and Discussion Forum for query resolution  (Detailed course-wise webinar schedule will be published in student portal)	Webinar/ Interactive Live Lectures: 9th week onwards upto 22 <sup>nd</sup> Week  Discussion Forum: 9th week onwards up to 22 <sup>nd</sup> Week
5	Online Examination Booking System (OEBS) opens for booking exam schedule	Three weeks before the commencement of examination
6	Practical Examinations (Applicable for Programmes with Practical Courses)	28 <sup>th</sup> Week
7	Admit Card Generation	One week before the commencement of examinations
8	Term End Examinations	23 <sup>rd</sup> week to 27 <sup>th</sup> Week
9	Result Declaration of End Term Examination	Within eight weeks of last date of examinations

## **6.3 Evaluation**

The students' learning in a course would be evaluated based on Internal assignments, students' response sheets, and semester end examinations. University adopts rigorous process in development of question papers, question banks, assignments and their moderation, conduct of examinations, evaluation of answer scripts by qualified teachers, and result declaration. The Directorate shall frame the question papers so as to ensure that no part of the syllabus is left out of study by a learner.

The evaluation shall include two types of assessments-continuous or formative assessment in the form of assignments, and summative assessment in the form of end semester examination or term end examination which will be held with technology supported remote proctored examination tool.

However, we shall be considering the guidelines issued by the Regulatory bodies from time- to-time about conduct of examinations.

The examinations shall be conducted to assess the knowledge acquired during the study. There shall be two systems of examinations viz., internal and external examinations. In the case of theory courses, the internal evaluation shall be conducted as Continuous Internal Assessment via Student assignments preparation, quizzes. The internal assessment shall comprise of maximum of 30 marks for each course. The end semester examination shall be of three hours duration for each course at the end of each semester.

### **6.3.1 Question Paper Pattern**

Time: 3 Hours

Max. Marks: 70

Part A - (Multiple Choice Questions) -  $10 \times 2$  Marks = 20 Marks

Part B - (Short Answers) - Answer any 4 (out of 6)  $4 \times 5$  Marks = 20 Marks

Part C – (Long Answers) – Any 3 (out of 4)  $\times 10$  Marks = 30 Marks

### **6.3.2 Distribution of Marks in Continuous Internal Assessments**

The following procedure shall be followed for awarding internal marks for theory courses. Student must submit two assignments each carrying 30 marks and average of both will be considered as internal assessment marks.

### **6.3.3 Passing Minimum**

The students are considered as passed in a course if they score 40% marks in the Continuous Evaluation (IA) and Term-End Examinations (TEE) individually. If a student fails in any one component (failure to get 40% marks either in IA or TEE), then he/she will be required to re- appear for that component only (IA or TEE as the case may be).

#### 6.3.4 Marks and Grades

Based on the total marks obtained for each course in Internal Assessment and Term End examinations, student will be awarded grade for that course. The following table gives the marks, grade points, letter, grades and classification to indicate the performance of the candidate.

<b>Range of Marks</b>	<b>Grade Points</b>	<b>Letter Grade</b>	<b>Description</b>
<b><math>\geq 90</math> to <math>\leq 100</math></b>	10	A+	Outstanding
<b><math>\geq 80</math> to <math>&lt; 90</math></b>	9	A	Excellent
<b><math>\geq 75</math> to <math>&lt; 80</math></b>	8	B+	Distinction
<b><math>\geq 70</math> to <math>&lt; 75</math></b>	7	B	Very Good
<b><math>\geq 60</math> to <math>&lt; 70</math></b>	6	C+	Good
<b><math>\geq 50</math> to <math>&lt; 60</math></b>	5	C	Average
<b><math>\geq 40</math> to <math>&lt; 50</math></b>	4	D+	Below Average
<b>&lt; 40</b>	0	F	Re-appear
<b>ABSENT</b>	0	AAA	ABSENT

#### For a semester:

$$\text{Grade Point Average [GPA]} = \sum_i C_i G_i / \sum_i C_i$$

$$\text{Grade Point Average} =$$

$$\frac{\text{Sum of the multiplication of grade points by the credits of the courses}}{\text{Sum of the credits of the courses in a semester}}$$

$C_i$  = Credits earned for the course  $i$  in any semester

$G_i$  = Grade Point obtained for course  $i$  in any semester.

$n$  refers to the semester in which such courses were credited

#### For the entire programme:

$$\text{Cumulative Grade Point Average [CGPA]} = \sum n \sum_i C_{ni} G_{ni} / \sum n \sum_i C_{ni}$$

$$\text{CGPA} = \frac{\text{Sum of the multiplication of grade points by the credits of the entire programme}}{\text{Sum of the credits of the courses for the entire programme}}$$

## **7. Requirement of the Laboratory Support and Library Resources**

### **7.1 Laboratory Support**

No lab-based courses are offered in this program.

### **7.2 Library Resources**

Centre of Directorate of Online Education has excellent Library facility with adequate number of copies of books in relevant titles for MBA programme. The Central Library of Sikkim Manipal University is also having a good source of reference books. The books available at both the libraries are only for reference purposes and lending services. In addition, reference books as prescribed will be procured. The Digital library access will also be made available to students who are enrolled into online mode of education. In addition, the university membership on Swayam/ NPTEL/ Knimbus will also be made available to students. Complete e-Learning resources to course would be made available on Learning Management System for learning along with e-tutorial lectures. Further, expert lectures/workshops/webinars by industry experts would also be conducted for the students.

## **8. Cost Estimate of the Programme and the Provisions**

The cost estimate of the Programme and provisions for the fund to meet out the expenditure to be incurred in connection with MBA Programme as follows:

<b>Sl. No.</b>	<b>Expenditure Heads</b>	<b>Approx. Amount</b>
1	Programme Development (Single Time Investment)	82,00,000 INR
2	Programme Delivery (Per Year)	9,00,000 INR
3	Programme Maintenance (Per Year)	42,00,000 INR

## **9. Quality Assurance Mechanism and Expected Programme Outcomes**

The quality of the programme depends on scientific construction of the curriculum, strong- enough syllabus, sincere efforts leading to skilful execution of the course of the study. The ultimate achievement of MCOM programme of study may reflect the gaining of knowledge and skill in management area. Gaining of knowledge and skills may help the students to get new job opportunities, upgrading their position not only in employment, but also in the society,

The benchmark qualities of the programme may be reviewed based on the performance of students in their end semester examinations. Also, the feedback from the alumni, students, parents and employers will be received and analysed for further improvement of the quality of the programme.

Sikkim Manipal University has constituted Centre for Internal Quality Assurance (CIQA), which will assist Director, Centre of Directorate of Online Education to conduct periodic review and assessments and assist the Directorate to implement necessary quality measures and effectiveness in programme delivery. CIQA is constantly involved in reviewing all materials prepared by DOE, including syllabus, SLMs and e-learning content. CIQA will be involved in conducting studies to measure effectiveness of methods adopted for learning. As we proceed further, CIQA will involve in benchmarking quality of academic delivery, and perform various analyses, and guide all stakeholders towards upgrading quality constantly.

Centre for Internal Quality Assurance Committee (CIQAC) chaired by the Vice Chancellor consisting of internal and external experts oversees the functioning of Centre for Internal Quality Assurance and approve the reports generated by Centre for Internal Quality Assurance on the effectiveness of quality assurance systems and processes.

In addition to CIQA, as per the guidelines of National Assessment and Accreditation Council (NAAC), Sikkim Manipal University has constituted Internal Quality Assurance Cell (IQAC), in which academicians, industry representatives and other stakeholders are nominated as members. The IQAC is a part of the institution's system and work towards realisation of the goals of quality enhancement and sustenance, as quality enhancement is a continuous process. The prime task of the IQAC is to develop a system for conscious, consistent, and catalytic improvement in the overall performance of institutions. The work of the IQAC is the first step towards internalization and institutionalization of quality enhancement initiatives. IQAC's elementary motive is to promote measures for institutional functioning towards quality enhancement through internalization of quality culture and institutionalization of best practices.

The guidelines on quality monitoring mechanism prescribed by the UGC have been adopted by the Centre for Internal Quality Assurance for conducting institutional quality audits, to promote quality assurance and enhance as well as spread best-in-class practices of quality assurance. University has setup an effective system for collecting feedback from the stakeholders regularly to improve its programmes. The University will conduct self-assessments regularly and use the results to improve its systems, processes etc. and finally quality of programmes.