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COEP Technological University (COEP TECH)

A Unitary Public University of Government of Maharashtra

w.e.f. 21st June 2022

(Formerly College of Engineering Pune)

DEPARTMENT OF MANAGEMENT STUDIES

**School of Multidisciplinary Sciences, Humanities and
Management Studies**

Curriculum Structure & Detailed Syllabus (MBA)

(Effective from: A.Y. 2024-26)

Master of Business Administration (MBA) - Curriculum 2024 Pattern
2-year, 4 Semester Full time Program

1. **Preamble:** The MBA Curriculum 2024 elaborates a Credit System (CS), Grading System and Outcomes Based Education (OBE) program.
2. **Credit:** For a 15-week semester, credits are assigned as follows:
 - a. **Lectures (L):** One-hour session per week equates to 1 credit per semester.
 - b. **Tutorials (T):** A minimum of two hours per week equates to 1 credit per semester.
 - c. **Practice (P):** A minimum of two hours per week equates to 1 credit per semester.

Each credit comprises three components—Lecture (L), Tutorials (T), and Practice (Practical/Project Work/Self-Study) (P)—following the LTP pattern. The indicative LTP structure for each course is outlined in the syllabus

The course instructor, with approval from the Head of the Department, or designated academic authority, may adjust the LTP structure based on course requirements, the nature of the subject, learner proficiency, and the proposed pedagogy and assessment methods.

3. **Program Educational Objectives:**
 - a. **PEO 1:** To produce individuals who will demonstrate strong leadership skills by possessing good ethical and humane values and capability of managing and working in a team with synergy in the business environment.
 - b. **PEO 2:** To create Managers with critical and analytical thinking ability to demonstrate creativity and innovation in the process of decision making.
 - c. **PEO 3:** To build leaders with powerful written and spoken communication skills to effectively influence stakeholders across different businesses.
 - d. **PEO 4:** To create Managers who are aware of their Social Responsibility and have a sustainable attitude.
 - e. **PEO 5:** To develop Professionals who will remain competent and consistent by upgrading skills and knowledge to catalyze change in a technology-driven business environment.
 - f. **PEO 6:** To churn out entrepreneurs who have the ability to identify ideas and use entrepreneurial skills to build sustainable solutions.
4. **Program Outcomes:** At the end of the program, the graduates will be able to
 1. **PO 1:** Apply the knowledge and theories of management to real life business scenarios.
 2. **PO 2:** Find and analyze a business issue comprehensively.
 3. **PO 3:** Exhibit improved entrepreneurial skills to solve business and social problems by applying the principles of creativity & innovation.
 4. **PO 4:** Develop cohesive work culture and lead the team towards

accomplishment of organizational goals.

5. **PO 5:** Develop the ability to adapt and progress in the dynamic business environment by unlearning and re-learning the newest skills.
6. **PO 6:** Apply the advanced information systems and analytical tools and techniques along with different frameworks and theories related to management and decision making.
7. **PO 7:** Analyze & implement the environmental, global, social, political, technological, environmental, health, safety, sustainability, ethical and legal context of business.
8. **PO 8:** Design reporting documents and present and propagate information effectively.

Correlation between the PEOs and the POs

	PEO 1	PEO 2	PEO 3	PEO 4	PEO 5	PEO 6
PO1						
PO2		√				
PO3		√				√
PO4	√					
PO5					√	
PO6		√			√	
PO7				√		
PO8			√			

1. Course Types:

- a. **Program Core Course (PCC)** - Program Core Courses form the foundation of the MBA program, covering fundamental subjects essential for all students, irrespective of their specialization. These courses provide conceptual knowledge and skill development. They are mandatory and contribute to building a strong academic base.
- b. **Program Generic Course (PGC)** - Program Generic Courses are designed to offer broad-based knowledge applicable across multiple specializations. These courses focus on interdisciplinary learning, fostering managerial competencies, critical thinking, and problem-solving skills that enhance employability.
- c. **Program Specialization Course (PSC)** - Program Specialization Courses cater to students who wish to develop expertise in a specific domain within management. These courses provide in-depth knowledge and practical skills in specialized areas such as Finance, Marketing, Human Resource Management, Operations, or Entrepreneurship. PSCs allow students to tailor their learning experience based on their career

aspirations.

- d. **Massive Open Online Courses (MOOCs)** - Massive Open Online Courses (MOOCs) are online learning programs offered by reputed institutions and platforms such as Coursera, edX, NPTEL, or SWAYAM. These courses provide flexibility and accessibility to students, allowing them to enhance their knowledge beyond the standard curriculum. MOOCs can be taken for credit or enrichment, enabling students to learn from global experts and stay updated with emerging trends in business and management.

Abbreviation	Title	Sem I	Sem II	Sem III	Sem IV	Total
PCC	Program Core Course	16	14	15	15	60
PGC	Program Generic Course	4	4			8
PSC	Program Specialization Course		8	8	8	24
MOOCs	Massive Open Online Courses					
	Total Credits	20	26	23	23	92

Abbreviation	Title	Sem I	Sem II	Sem III	Sem IV	Total
		Subjects				
PCC	Program Core Course	8	7	7	7	29
PGC	Program Generic Course	4	4			8
PSC	Program Specialization Course		4	4	4	12
MOOCs	Massive Open Online Courses					
	Total Credits	12	15	11	11	49

2. **Specializations Offered:** The following specializations shall be offered

- a. Financial Management (FIN)
- b. Marketing Management (MKT)
- c. Human Resources Management (HRM)
- d. Operations Management (OM)

Note –

- i. Major and Minor specialization combinations are not permitted.
- ii. Specialization selection must be made at the beginning of Semester II.
- iii. Desk Research, Field Projects, On-the-Job Training, and Research Projects must align with the chosen specialization, as these are considered Core Subject Courses.
- iv. Institutes may offer only selected specializations based on industry requirements, faculty expertise, student demand, and employability prospects.
- v. A specialization will not be offered if fewer than 20% of students enroll in it.

3. Assessment:

- a. **Formative Assessment (FA) / Comprehensive Concurrent Evaluation (CCE) – 20 Marks:** Formative Assessment (FA) is an ongoing evaluation process used to monitor student learning and provide continuous feedback. It helps both instructors and students identify strengths, weaknesses, and areas for improvement during the learning process, rather than at the end of a course.
 - i. Quizzes & Polls (quick knowledge checks)
 - ii. Case Study Discussions (evaluating application of concepts)
 - iii. Group Activities & Role Plays (peer learning & collaboration)
 - iv. Reflective Journals or Blogs (self-assessment of learning progress)
 - v. Classroom Presentations & Debates (verbal articulation of concepts)
 - vi. Interactive Simulations & Gamified Learning Modules
- b. **Mid Semester Assessment – 30 Marks:** The Mid-Semester Examination (Mid-Sem Exam) is an interim assessment conducted halfway through the academic semester to evaluate students' understanding and progress in a course. It serves as a checkpoint to assess learning outcomes before the final semester-end examination.
 - i. **Summative in Nature:** It contributes to the overall course grading and evaluation.
 - ii. **Covers Half of the Syllabus:** Typically assesses concepts taught in the first half of the semester.
 - iii. **Structured & Time-Bound:** Conducted in a formal exam setting with specific time duration.
 - iv. **Performance Indicator:** Helps students and faculty gauge academic progress and preparedness for final exams.
 - v. **Feedback Mechanism:** Provides an opportunity for students to identify areas of improvement before the end-semester exam.
- c. **End Semester Examination – 50 Marks:**
 - i. **Summative in Nature:** The End-Sem Exam is a high-stakes, final evaluation that contributes significantly to the final grade of a student in a course. It measures both conceptual clarity and practical application of subject knowledge.
 - ii. **Comprehensive Coverage:** Unlike Mid-Sem Exams, which typically assess half of the syllabus, the End-Sem Exam covers the entire syllabus taught over the semester, ensuring a holistic evaluation of student learning.
 - iii. **Standardized and Time-Bound:** The exam is conducted in a formal, invigilated setting according to the university/institute's academic regulations.
 - iv. **Structured Question Paper Format:** The End-Sem Exam usually includes a mix of question types to assess different levels of understanding, including:
 1. **Objective Questions:** Multiple-choice questions (MCQs), Fill-in-the-blanks, and True/False statements.
 2. **Short-Answer Questions:** Definitions, key concepts, and

- explanations of theories.
3. Long-Answer/Analytical Questions: Application-based problems, case studies, essay-type responses, and scenario-based discussions.
 4. Numerical/Problem-Solving Questions: If applicable (for finance, operations, and quantitative subjects).
 5. Case Studies & Practical Applications: Industry-relevant case studies that test decision-making and critical thinking skills.
- d. **Passing Standards** - The passing criteria for each course are determined based on a **relative grading system**, ensuring fairness and academic benchmarking across different student performances. The passing threshold is set at half of the median performance of the class for that particular course.
- i. **Relative Benchmarking:**
 1. The passing mark for each course is calculated as **Median Score / 2**, where the median is derived from the class performance distribution **subject to a min of 30 and max of 40 marks**.
 2. This ensures that passing standards adjust based on the overall difficulty of the exam and student performance trends.
 - ii. **Combined Passing:**
 1. Students must meet the minimum passing marks combined for Formative Assessment, Mid-Sem, and the End-Semester Examination.
 2. Failing to score the passing marks will result in a repeat attempt of all the assessments.
- e. **Grading System**
- i. The Relative Grading System follows an Indirect and Absolute Grading approach, where students are initially assessed based on marks obtained in individual courses during examinations. These marks are then converted into grades using a predefined mechanism that takes into account the overall performance distribution of the class and the credit points assigned to each course.
 - ii. The final course evaluation is expressed in terms of grades, ensuring that a student's performance is measured in relation to their peers rather than through a fixed percentage cutoff. The system adheres to the 10-point standard grading scale as mandated by the University Grants Commission (UGC), providing a standardized and fair evaluation method that reflects both individual achievement and class-wide performance trends.
 - iii. The performance of a student will be evaluated in terms of two indices, viz.
 1. Semester Grade Point Average (SGPA) which is the Grade Point Average for a semester.

2. Cumulative Grade Point Average (CGPA) which is the Grade Point Average for all the completed semesters at any point in time.

4. Miscellaneous:

- Degree Requirements:** The degree requirements for the MBA program are completion of minimum **94 credits**.
- Maximum Attempts per Course:** A student shall earn the credits for a given course in maximum **FOUR** attempts.
- Maximum Duration for completion of the Program:** The candidates shall complete the MBA Program within **4 years** from the date of admission.
- Attendance:** The student must meet the minimum requirement of **75% attendance** per semester per course for grant of the term.
- Medium of Instruction:** The medium of Instruction & Evaluation shall be **English**.

SEMESTER I							
Program Core Courses-PCC							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PCC-1		Marketing Management	3	2	0	2
2	PCC-2		Human Resource Management	3	2	0	2
3	PCC-3		Operations Management	3	2	0	2
4	PCC-4		Financial Management	3	2	0	2
5	PCC-5		Introduction to Business Analytics	3	2	0	2
6	PCC-6		Economics (Micro/Macro)	3	2	0	2
7	PCC-7		Financial Accounting	3	2	0	2
8	PCC-8		Statistics	3	2	0	2
Total Credits for PCC				16			
Program Generic Courses							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PGC-1		Doing Business in India	2	0	0	1
2	PGC-2		Effective Communication	2	0	0	1
3	PGC-3		Self Awareness and Personality Development	2	0	0	1
4	PGC-4		Introduction to Case studies in GM	2	0	0	1
							4
Total Credits for Sem I				20			

SEMESTER II							
Program Core Courses-PCC							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PCC-1		Legal Aspects of Business	3	2	0	2
2	PCC-2		Research Methodology	3	2	0	2
3	PCC-3		Project Management	3	2	0	2
4	PCC-4		Management Accounting	3	2	0	2
5	PCC-5		Management information System	3	2	0	2
6	PCC-6		Introduction to R/ Python	3	2	0	2
7	PCC-7		Design & Strategic Thinking	3	2	0	2
Total Credits for PCC							14

Program Generic Courses							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PGC-1		Company and Sectorial Analysis	2	0	0	1
2	PGC-2		Current Business Environment	2	0	0	1
3	PGC-3		Presentation Skills	2	0	0	1
4	PGC-4		Case Studies	2	0	0	1
Total Credits for PGC							4

Program Specialization Courses- Finance SemesterII							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Financial Management & Institution	3	2	0	2
2	PSC-2		Security Analysis and Portfolio Management	3	2	0	2
3	PSC-3		Corporate Finance	3	2	0	2
4	PSC-4		Micro Finance and Social Banking	3	2	0	2
Total Credits for PSC							8
Total Semester II Credits							26

Program Specialization Courses- Marketing SemesterII							
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MBA (2024 Pattern) – Complete Curriculum

Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Consumer Behaviour	3	2	0	2
2	PSC-2		Market Research	3	2	0	2
3	PSC-3		Sales and Distribution Management	3	2	0	2
4	PSC-4		Digital Marketing	3	2	0	2
			Total Credits for PSC				8
			Total Semester II Credits				26

Program Specialization Courses- Human Resource Management SemesterII							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Employment related Laws	3	2	0	2
2	PSC-2		Learning and Development	3	2	0	2
3	PSC-3		Talent Acquisition	3	2	0	2
4	PSC-4		Compensation and Reward Management	3	2	0	2
			Total Credits for PSC				8
			Total Semester II Credits	26			
Program Specialization Courses- Operations Management Semester II							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Logistics Management	3	2	0	2
2	PSC-2		Supply Chain and Operation Management	3	2	0	2
3	PSC-3		Warehouse Management	3	2	0	2
4	PSC-4		Material Management	3	2	0	2
			Total Credits for PSC				8
			Total Semester II Credits	26			

Semester III	
Program Core Courses-PCC - Semester III	

Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PCC-1		Strategic Management	3	2	0	2
2	PCC-2		Introduction to Start up/MSME etc.	3	2	0	2
3	PCC-3		AI and Machine Learning for Business Growth	3	2	0	2
4	PCC-4		Innovation Management	3	2	0	2
5	PCC-5		Business and Commercial Laws	3	2	0	2
6	PCC-6		Business Forecasting	3	2	0	2
7	PCC-7		Internship Project	1	0	6	3
Total Credits for PCC							15
Semester III-Specialization							
Program Specialization Courses -Finance Semester III							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Mergers and Acquisitions	3	2	0	2
2	PSC-2		Advanced Corporate Finance	3	2	0	2
3	PSC-3		Derivatives Management	3	2	0	2
4	PSC-4		Wealth Management	3	2	0	2
Total Credits for PSC							8
Total Credits for Sem III				23			

Semester III-Specialization							
Program Specialization Courses -MARKETING Semester III							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Integrated Marketing Communication	3	2	0	2
2	PSC-2		Rural Marketing	3	2	0	2
3	PSC-3		Brand and Advertising Management	3	2	0	2
4	PSC-4		Customer Relationship Management	3	2	0	2
Total Credits for PSC							8
Total Credits for Sem III				23			

Semester III-Specialization							
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Program Specialization Courses - Human Resource Management Sem III							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		OD and Change Management	3	2	0	2
2	PSC-2		Performance Management System	3	2	0	2
3	PSC-3		Industrial Relations	3	2	0	2
4	PSC-4		Assessment Centres and HRD Tools	3	2	0	2
Total Credits for PSC							8
Total Credits for Sem III				23			

Semester III-Specialization							
Program Specialization Courses - Operations Management Semester III							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Lean Six sigma	3	2	0	2
2	PSC-2		Services of operation Management	3	2	0	2
3	PSC-3		Quality Management	3	2	0	2
4	PSC-4		ERP Modules & Integration	3	2	0	2
Total Credits for PSC							8
Total Credits for Sem III				23			

SEMESTER IV

Program Core Courses-PCC							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PCC-1		Corporate Governance & Ethics	3	2	0	2
2	PCC-2		Data Security and Cyber Laws	3	2	0	2
3	PCC-3		Global Business Environment	3	2	0	2

MBA (2024 Pattern) – Complete Curriculum

4	PCC-4		Leadership and Strategic Thinking	3	2	0	2
5	PCC-5		Conflict and Negotiation	3	2	0	2
6	PCC-6		Business Simulations	3	2	0	2
7	PCC-7		Dissertation	1	0	6	3
Total Credits for PCC							15
Semester IV							
Program Specialization Courses -Finance Semester IV							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Insurance Management	3	2	0	2
2	PSC-2		Taxation	3	2	0	2
3	PSC-3		International Finance	3	2	0	2
4	PSC-4		Financial Risk Management	3	2	0	2
Total Credits for PSC							8
Total Credits for Sem IV							23
Semester IV							
Program Specialization Courses -Marketing Semester IV							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Retail and E Commerce	3	2	0	2
2	PSC-2		Service Marketing	3	2	0	2
3	PSC-3		B to B Marketing	3	2	0	2
4	PSC-4		International Marketing	3	2	0	2
Total Credits for PSC							8
Total Credits for Sem IV							23
Semester IV							
Program Specialization Courses -Human Resource Management Semester IV							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		HR Analytics	3	2	0	2
2	PSC-2		Current Trends In HR	3	2	0	2
3	PSC-3		International HRM	3	2	0	2
4	PSC-4		People Management	3	2	0	2
Total Credits for PSC							8

Total Credits for Sem IV	23
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Semester IV							
Program Specialization Courses :- Operations Management Semester IV							
Sr. No.	Course Type	Course Code	Course Name	Teaching Scheme			Credits
				L	T	P	
1	PSC-1		Theory of Constraints	3	2	0	2
2	PSC-2		Outsourcing Delivery	3	2	0	2
3	PSC-3		Enterprise Risk Management	3	2	0	2
4	PSC-4		Technology / ERP In Operation	3	2	0	2
Total Credits for PSC							8
Total Credits for Sem IV							23

Note: MBA Total Credits For 2024-26 Batch -92 Credits

Semester I
Program Core Courses

PCC-1MARKETINGMANAGEMENT	SemesterI
Credits:2	LTP:3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome Student Will be able to
CO 1	REMEMBERING	To study the concept of Marketing and 4 Ps of marketing & its application in the real world.
CO 2	UNDERSTANDING	To demonstrate the relevance of marketing management concepts and frameworks and Assess the various marketing opportunities associated with emerging & developed markets, considering economic, political, and social-cultural factors.
CO 3	APPLYING	To assess the interrelationships existing between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
CO 4	ANALYSING	To familiarize with the basic concepts, and techniques of marketing management such as Product Levels, Marketing Research, STP, Marketing Mix and their adaptation to the contemporary marketing practices and analyze their role in sustainable marketing practices and the overall impact on the environment, companies and consumers
CO 5	EVALUATING	To design a Marketing Mix and Marketing Plan for a real-world marketing offering (commodities, goods, services, e-products/ e-services

Unit	Hours
Unit 1: Understanding Marketing Management	6
1.1 Marketing in the 21st Century	
Evolution and Understanding the Core Concept	
Objectives, Scope & Functions of Marketing	
Core Evolving Concepts of Marketing – Customer Satisfaction, Relationship, Delight, Customer Loyalty & Customer Centricity	

Unit	Hours
<p>Concepts of Needs, Desires, Wants, Demand, Utility & Its Types</p> <p>Marketing vs. Market & Its Types</p> <p>1.2 Marketing Management Philosophies</p> <p>The Production, Product, Selling, Marketing, Societal, and Holistic Marketing Concept</p> <p>The Role of Creativity, Innovation & Use of Design Thinking to Solve Marketing Challenges</p> <p>1.3 Segmentation, Target Marketing & Positioning (STM)</p> <p>Segmentation - Concept, Need & Benefits</p> <p>Geographic, Demographic, Psychographic, Behavioural Bases of Segmentation for Consumer Goods and Services</p> <p>Bases and Levels of Segmentation, Criteria for Effective Segmentation</p> <p>Target Market - Concept & Criteria for Selection</p> <p>Positioning - Concept of Differentiation & Positioning, Value Proposition & Unique Selling Proposition</p> <p>Forrester's Social Technographics Segmentation</p>	6
<p>Unit 2: Marketing Plan, Analysis & Consumer Behaviour</p> <p>2.1 Analysis of Marketing Environment</p> <p>Concept, Components, and Characteristics of Marketing Environment</p> <p>Needs & Trends & Major Forces Impacting the Macro & Micro Environment</p> <p>Need for Analysing the Marketing Environment</p> <p>Analysing the Political, Economic, Socio-cultural, Technical, and Legal Environment</p> <p>Demographics, Environmental, Social, and Governance (ESG) Factors, Technological Innovations, Regulatory Changes</p> <p>2.2 Concepts of Consumer Behaviour</p>	8
<p>Unit 3: Marketing Mix</p> <p>Marketing Mix</p> <p>Origin & Concept of Marketing Mix and Extended Marketing Mix (7P's)</p> <p>Services Marketing: Product, Price, Place, Promotion, People, Process, Physical Evidence</p> <p>Integrated Marketing Communication</p> <p>Product Life Cycle</p> <p>Concept, Characteristics, Relevance, Types, and Strategies Across Product Life Cycle (PLC)</p> <p>Digital Marketing Mix</p> <p>Service-Dominant Logic, Connected Marketing Mix - Four C's (Co-creation, Currency, Communal Activation, and Conversation)</p> <p>Forrester's Social Technographics</p>	8
<p>Unit 4: Digital Transformation in Marketing</p> <p>Digital Transformation in Marketing</p> <p>Modern Marketing Concepts of Adoption of Digital Marketing, AI, Big Data,</p>	

Unit	Hours
and Machine Learning Transforming Marketing Strategies Customer Experience (CX, UI & UX)	
Sustainable Marketing The Changing Role of the CMO in the Age of Customer Experience	
Marketing Challenges into the Next Century Socially Responsible Marketing and Marketing Ethics	

Reference Books:

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

Online Resources:

1. <https://www.pbme.in/papers/77.pdf>
2. <https://gnindia.dronacharya.info/MBA/1stSem/Downloads/MarketingManagement/Books/Marketing-Management-text-book-1.pdf>
3. Selling of High Technology Products
https://ijebmr.com/uploads/pdf/archivepdf/2023/IJEBMR_1150.pdf
4. <https://hbr.org/2018/05/marketing-in-the-age-of-alex>
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6. <https://www.skyword.com/contentstandard/how-design-thinking-can-help-marketers-find-creativesolutions-from-customer-insights/>
7. <https://gnindia.dronacharya.info/MBA/1stSem/Downloads/MarketingManagement/Books/Marketing-Management-text-book-1.pdf>
8. <https://www.togai.com/blog/generative-ai-pricing-strategies/>
9. Generative AI: The Insights You Need from Harvard Business Review (HBR Insights Series), Harvard Business Review, Randye Kaye, et al., on 20th June 2024
9. <https://revenueml.com/insights/articles/potential-generative-artificial-intelligence-pricing>
10. <https://cmr.berkeley.edu/assets/documents/pdf/2021-09-what-is-customer-centricity-and-why-does-it-matter.pdf>
11. <https://online.hbs.edu/blog/post/what-is-design-thinking>
12. https://vivaldigroup.com/wp-content/uploads/sites_2/2016/07/2014-The-Changing-Role-of-the-CMO.pdf

13. <https://www.medallia.com/wp-content/uploads/pdf/resources/Medallia-Why-CX-for-the-CMO.pdf> - The Changing Role of the CMO in the Age of Customer Experience
14. https://www.ijer.in/journal/journal_file/journal_pdf/14-314-1481954927194-196.pdf - Marketing Ethics
15. <https://www.pearsoncanada.ca/media/highered-showcase/multi-product-showcase/kotler-ch04.pdf> - Sustainable Marketing
17. <https://www.linkedin.com/pulse/marketing-60-future-immersive-philip-kotler-qmqre/> Marketing 6.0 Podcast - Philip Kotler in Live Conversation on Technology's Impact of Marketing Class Discussion Tomorrow.
18. <https://www.linkedin.com/pulse/marketing-60-future-immersive-philip-kotler-qmqre/>

Web Resources:

1. AFAQS - <https://www.afaqs.com/>
2. Brand Equity (ET) - <https://www.brandequity.com/>

PCC-2HUMAN RESOURCE MANAGEMENT	Semester I
Credits:2	LTP:3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome Student Will be able to
CO 1	REMEMBERING	Know the key terms, upcoming trends in the subject
CO 2	UNDERSTANDING	To understand of the basic concepts functions and processes of human resource management
CO 3	APPLYING	Application of the models learned, contemporary practices in real business world.
CO 4	ANALYSING	Analyzing & constructive strategies for existing and new challenges in HRM
CO 5	EVALUATING	Evaluate the processes & policies in HRM
CO 6	CREATING	Creating & implementing best practices in real business scenario

Unit

Hours

Unit 1: Perspectives of HRM

6

Introduction & evolution of HRM

Modern HRM - nature, scope

The role, structure, policies, functions, challenges of HRM

Forces changing HRM

HRM in various sectors

HRM Models: Harvard Model

Case study: Hassles at 24x7

Summary

Unit 2: Strategic HRM

6

Factors influencing HR strategy

SHRM & functions of HRM

Strategic HRM models

Case study: Is it time to celebrate?

Summary

Unit	Hours
Unit 3: Human Resource Planning	6
Main drivers of HRP	
HRP process, factors affecting	
Forecasting methods	
HRP Planning models	
Global HRP	
Case study: A challenge	
Unit 4: Job Analysis and Job Design	6
Introduction	
Job Analysis	
Changing trends - Competency Modeling	
Job design, redesign	
Job satisfaction and evaluation	
Unit 5: Talent Acquisition	6
Recruitment - Introduction & sources	
Selection	
Recruitment and selection evaluation	
Establishment and Terms of service	
Resume building	
Use of AI in recruitment	
Unit 6: Performance Management	6
Performance Appraisal Methods	
Pros and cons of performance appraisal	
Designing Performance Management system	
Case study: Is the Performance Appraisal System Robust?	
Unit 7: Training and Development	6
Training Models	
Analysis of training needs	
Design	
Methods of training (contemporary practices), develop & implement	
Talent management - career and succession planning	
Unit 8: Employee Compensation and Benefits	6
Employee benefits - types of contracts	
Factors to consider for compensation planning	
Components of salary	
Incentives and benefits	
Trends in compensation & benefits	
Case study: Compensation and benefits	
Employee Separation - Types of employment separation	
Retirement Decisions, grievance procedure	

Textbooks

1. Human Resource Management, C.B.Mamoria , Himalaya Publishing House
2. Human Resource Management: Text and Cases, K Aswathappa , Tata McGraw Hill Publishing Compnay.
3. Human Resource Management, Dr. S.S. Khanka, Sultan Chanda , Delhi
4. Human Resource Management, Deepak Bhattacharya, Sage Publishing Ltd.
5. Human Resource Management, Arun Monppa , Tata McGraw Hill Publishing Company

Reference Books:

1. Human Resource Management by Dessler & Varkkey (Twelfth Edition) Pearson
2. Human Resource Management by Decenzo and Robbins
3. Human Resource Planning by John Bramham

PCC-3: OPERATIONS MANAGEMENT	Semester I
Credits:2	LTP:3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO 1	REMEMBERING	Know the key terms in Operations management
CO 2	UNDERSTANDING	To understand of the basic concepts functions and processes of operations management
CO 3	APPLYING	Application of the operations systems
CO 4	ANALYSING	Constructive strategies for new challenges in HRM
CO 5	EVALUATING	Evaluate the processes & policies in HRM
CO 6	CREATING	Creating constructive ways to implement best practices in real business scenario

Unit

Hours

Unit 1: Fundamentals of Operations Management

8

Introduction to Business Process, Production & Distribution

Operations Management: System Concepts

Types of Operations: Manufacturing and Services

Linkages with other functions of management

Class Discussion & Case Studies on Operations from different industries:

FMCG,

White Goods, Chemical & Pharma, IT & Consulting, Healthcare, Travel &

Tourism.

Forecasting Practices: Importance and role in Operations

Qualitative Forecasting: Types & its applications

Quantitative Forecasting: Types, applications & Numerical Examples

Production Planning & Control

Planning, Routing, Loading, Dispatching

Production Targets and its Management

Unit 2: Resources Management

8

Material & Technology resources

Plant & Machinery

Value and Value Creation, Value Chain

Unit	Hours
<p>Inventory Management: Basic Concepts, Types of Inventory Inventory Valuation & Depreciation Purchasing, Economic Order Quantity (EOQ) Model: Numerical Examples Inventory Control Techniques, Inventory Turnover Ratio, Stores Management Product Design, Process Management Different Types of Layouts: Product, Process, Cellular Scheduling Techniques: Johnson's Method, Critical Ratio, Numerical Examples</p>	
Unit 3: Quality Management & Services	8
<p>Perspectives in Quality from producer's and customer's angles Concepts of Quality Gurus Deming's 14 Points in Quality Continuous & Disruptive Improvement Total Quality Management, Six Sigma Class Discussion & Case Studies on Quality Management in Indian Companies: ITC Ltd, Britannia, Taj Hotels, Infosys, Apollo Hospitals, etc. Services Management: Role of Human Resources, Front Office & Back Office Service Encounters, Experience & Expectation Management Queuing Theory Concepts: Numerical Examples Supply Chain Management: Inward & Outward Logistics Push-Pull Concept, Multi Modal Transportation (Road, Air & Sea) Warehousing, Cold Chain, Reverse Logistics SCOR Model</p>	
Unit 4: Strategic Operations & Project Management	8
<p>Introduction to Strategic Operations Benchmarking & World-class Operations Balanced Scorecard Investment Decision Making Technology Management International Operations: Offshoring & Outsourcing Lean Concept Fundamentals, Application in Indian Industries & its Challenges Production Environment, Safety, Training & Productivity Green Operations and Environmental Management</p>	
Textbooks:	
1. Monks, J. G., Operations Management: Theory and Problems, McGraw Hill, New York (1987)	

Reference Books:

1. Krajewski, L. J., Ritzman, L. P. and Malhotra, M. K., Operations Management, Prentice Hall, New Delhi (2009).
2. Ebert, J and Adams, D.J., Production/Operations Management, Prentice Hall of India, New Delhi (2007)
3. Chase, R. B., Aquilano, N. J. and Jacob, F. R., Production and Operations Management: manufacturing and services, Tata McGraw Hill, New Delhi (1999)

COEP TECH-MBA

PCC4 : FINANCIAL MANAGEMENT	Semester I
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBERING	Describe the basic concepts related to financial management
CO2	UNDERSTANDING	Compare various sources of capital required for finance.
CO3	APPLYING	Apply concepts of financial management in profit and wealth maximization
CO4	ANALYSING	Analyze the sources of capital and workout the cost of capital
CO5	EVALUATING	Conclude the concepts of financial management in various decision making.
CO6	CREATING	Construct an optimum capital structure.

Unit	Hours
Unit 1: Introduction to Financial Functions	4
Scope of Financial Management	
Objectives of Financial Management	
Role of Finance Manager	
Decision Making – Through the Lens of Financial Management	
Financial Goal: Profit Maximization vs. Wealth Maximization	
Unit 2: Introduction to Financial Statements	8
Introduction to Financial Accounting and Reporting	
Purpose and Importance of Financial Statements	
Types of Financial Statements: Balance Sheet, Income Statement, and Cash Flow Statement	
	8
Preferred Stock and Common Stock, Long-Term Debt, Retained Earnings & Their Features	
Choice for Sources of Funds	
Capital Structure Planning	
Cost of Equity	

Unit	Hours
Cost of Debt Computation and Composite Cost of Capital	
Unit 4: Capital Budgeting	8
Concepts and Steps in Capital Budgeting	
Average Rate of Return, Payback Period	
Present Value Method, Internal Rate of Return	

Textbooks:

1. Prasanna Chandra, Financial Management: Theory and Practice, McGraw Hill Education.
2. M. Y. Khan, P. K. Jain, Financial Management: Text, Problems, and Cases, McGraw Hill Education.

Reference Books:

1. Eugene F. Brigham, Joel F. Houston, Essentials of Financial Management, Cengage Learning India

PCC5 : INTRODUCTION TO BUSINESS ANALYTICS	Semester I
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	Remember	List the fundamental concepts and definitions of business analytics.
CO2	Understand	Explain the significance of business analytics in modern business decision-making.
CO3	Apply	Explore industry applications of business analytics in various domains.
CO4	Analyze	Examine the Process of Knowledge Discovery and Mining of Data
CO5	Evaluate	Determine ethical considerations and governance frameworks in business analytics.
CO6	Create	Compile challenges and opportunities associated with implementing business analytics in real-world scenarios.

Unit	Hours
UNIT 1: Foundations of Business Analytics	7
Definition and Scope of Business Analytics	
Evolution and Significance of Business Analytics	
Business Analytics Lifecycle	
Key Terminologies in Business Analytics	
UNIT 2: Descriptive Analytics	7
Data Types and Sources	
Data Exploration Techniques	
Data Visualization for Business Insights	
UNIT 3: Data Modeling Techniques & Analytics	7
Knowledge Discovery Process	
Data Mining Models & Techniques	

Unit	Hours
Data Analytics Techniques (Descriptive, Prescriptive & Predictive) Current and Emerging Trends	
UNIT 4: Ethics & Governance in Business Analytics	7
Ethical Considerations in Data Analytics Data Governance Frameworks Compliance and Privacy Issues	
UNIT 5: Capstone Project [Industry Applications and Case Studies]	7
Application of Business Analytics to a Real-World Business Problem Project Planning and Execution Presentation and Documentation Peer Evaluation and Feedback	

Reference Books:

1. "Business Analytics: The Science of Data-Driven Decision Making" by Thomas H. Davenport
2. "Data Science for Business" by Foster Provost and Tom Fawcett
3. "Business Analytics: A Practitioner's Guide" by S. N. Balakrishnan

Textbooks:

1. "Business Analytics: A Data-Driven Decision Making Approach" by Albright, Winston, and Zappe
2. "Analytics in a Big Data World: The Essential Guide to Data Science and its Applications" by Bart Baesens
3. "Python for Data Analysis" by Wes McKinney

PCC6:ECONOMICS (MACROS/MICROS)	Semester I
Credits:2	LTP:3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	Remember	Understand and Define concepts of business economics
CO2	Understand	Explain the concepts of economics in business context.
CO3	Apply	Analyze the correlation between economic theory and business applications
CO4	Analyze	Apply business economics concepts in firm's decision-making process
CO5	Evaluate	Discuss the effect of business economics theory on the working of business economics
CO6	Create	Develop real business economic model to judge whether it fits into economic theory

Unit**Hours****Unit 1: Introduction to Economics in Business**

4

Process and its Significance
 Definition, Nature, and Scope of Managerial Economics
 Basic Concepts of Microeconomics and Macroeconomics
 Managerial Economics and Decision-Making
 Basic Concepts: Positive and Normative Approach, Optimization, Marginal Analysis, Opportunity Cost, Economic Model, Static and Dynamics
 Concept of Value of Firm or Business

Unit 2: Demand Analysis

8

Theory of Consumer Behavior
 Elasticity of Demand and its Applications
 Demand Estimation and Forecasting
 The Supply Analysis: Determinants of Supply, Elasticity of Supply
 Theory of Firms and Different Objectives of the Firm
 Firm's Cost Analysis
 Analysis of Costs in Business Context

Unit	Hours
Significance of Opportunity Cost Concept	
Different Market Structures and Equilibrium (Short Term & Long Term)	
Real Business Life Analysis of Different Markets	
Unit 3: Theory of Production	8
Production Functions and Its Managerial Uses	
Cobb Douglas Production Function and Other Forms of Production Function	
Laws of Production and Analysis	
Empirical Estimates of Production and Cost	
Short-Run and Long-Run Average Cost Curves and Their Analysis	
Economies and Diseconomies of Scale	
Economics of Information, Market Failures	
Need for Government Intervention in Markets	
Price Controls, Support Price System of Dual Pricing	
Unit 4: Pricing Policies and Strategies	4
Practical Pricing Policies and Strategies	
Collusive and Non-Collusive Oligopoly and Pricing in Its Context	
Game Theoretic Approach to Pricing Strategies	
Unit 5: Introduction to Macroeconomics	6
Concepts of National Income, Aggregate Supply, and Aggregate Demand	
Macro Equilibrium	
Macro Concepts: Inflation, Deflation, Growth and Inflation Trade-Off	
Macro Policies: Monetary Policy, Fiscal Policy	
Foreign Trade and Balance of Payments	
Foreign Exchange Market and Related Concepts	
Trades in Foreign Markets	

Text Books

1. Salvatore, Dominick and Srivastava, Ravikesh (2012) Managerial Economics: Principles and Worldwide Applications, Oxford University Press, ISBN 13: 978-0-19-807534-9
2. Petersen, C.H., Lewis, W.C. and Jain, K.Sudhir (2017) Managerial Economics. Pearson, ISBN 978- 81-7758-386-1

Reference Books

1. Varshney and Maheshwari(2018) Managerial Economics, Sultan Chand and Sons, New Delhi.
2. SoumyenSikdar(2020) Principles of Macroeconomics ,Oxford University Press
3. Gregory, N. Mankiw & Mark P.Taylor(2017) Principles of Macroeconomics. Cengage.

Supplementary Reading:

a. Weblinks:

1. <https://www.youtube.com/watch?v=kgD48XXVT1c>
2. <https://www.youtube.com/watch?v=ADLoWlxKsyQ>
3. <https://open.lib.umn.edu/principleseconomics/back-matter/appendix-a-1-how-toconstruct-and-interpret-graphs/>

COEP TECH-MBA

PCC7: INTRODUCTION TO FINANCIAL ACCOUNTING	Semester I
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Remember meaning of various accounting terminology
CO2	UNDERSTANDING	Understand theoretical concepts of Accounting
CO3	APPLYING	Preparation of journal, ledger, Trial balance and financial statements
CO4	ANALYSING	Analysis of financial statements, Analysis of Cost records
CO5	EVALUATING	Evaluation of Cost related parameters
CO6	CREATING	Creation of financial records

Unit & Topics	Hours
Unit 1: Basics of Accounting	4
Need for Accounting	
Branches of Accounting	
Capital vs Revenue	
Accounting Concepts & Conventions	
Terminology	
Accounting Standards, IFRS	
Unit 2: Accounting Process – I	10
Types of Accounts	
Golden Rules of Accounting	
Journal	
Ledger	
Trial Balance	
Unit 3: Accounting Process – II	8
Preparation and Analysis of Financial Statements	
Unit 4: Cost Accounting – I	10
Elements of Cost	
Types of Cost	

Unit & Topics	Hours
Classification and Analysis of Cost Preparation of Cost Sheet	
Unit 5: Marginal Costing	8
Meaning & Importance of Marginal Costing Break-Even Analysis Cost-Volume-Profit (CVP) Analysis PV Ratio	

Textbooks:

1. Accounting for Management, S. N. Maheshwari
2. Cost and Management Accounting, M. N. Arora
3. Accounting – T S Grewal
4. Management Accounting, Ravi Kishore

Reference Books:

1. Financial Cost and Management Accounting, P. Periasamy
2. Financial Accounting for Management, ShankarnarayananRamanath, CENGAGE Learning
3. Management Accounting, MadhuVij
4. Fundamentals of Management Accounting, H. V. Jhamb

PCC8 INTRODUCTION TO STATISTICS	Semester I
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	UNDERSTAND the need and aspects of basic statistics tools
CO2	UNDERSTANDING	Describe the various statistics tools and techniques available to an individual and to corporate
CO3	APPLYING	IDENTIFY various real-life problems and measure to solve the same using statistical techniques
CO4	ANALYSING	DETERMINE the ways of statistical techniques to be established for various situations
CO5	EVALUATING	EXPLAIN various statistics-based methods available for various researches.
CO6	CREATING	CREATE a formula based for research and data interpretations.

Unit & Topics	Hours
Unit 1: Introduction to Statistics	6
Arranging Data to Convey Meaning - Tables	
Various Types of Graphs and Frequency Distribution	
Use of Spreadsheets/Excel	
Unit 2: Measures of Central Tendency	6
Arithmetic Mean, Median, Mode	
Measures of Dispersion – Range, Quartile, Variance, Standard Deviation, Coefficient of Variation	
Use of Spreadsheets/Excel	
Unit 3: Correlation and Regression	6
Karl Pearson Coefficient & Rank Correlation	
Simple Regression – Equation and Prediction	
Use of Spreadsheets/Excel	
Unit 4: Probability	6
Basic Concept, Bayes' Theorem	
Probability Distributions – Binomial, Poisson, and Normal	

Unit & Topics	Hours
Use of Spreadsheets/Excel	
Unit 5: Linear Programming	6
Formulation	
Graphical Solution for Basic Case Studies	

Textbooks:

1. Statistical and Quantitative Methods – By Ranjit Chitale

Reference Books:

1. Quantitative Techniques - N.D. Vohra
2. Quantitative Techniques Vol. 1 and 2 - L.C. Jhamb
3. Statistical Methods - S.P. Gupta

PGC1: Doing Business in India	Semester I
Credits:1	LTP:2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2 Hrs /week	Internal Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Know the key concepts
CO2	UNDERSTANDING	To understand the aspects of doing business in India
CO3	APPLYING	Application to do the business in India
CO4	ANALYSING	Analyzing the different establishments, demographics of India
CO5	EVALUATING	Evaluate the various financing options
CO6	CREATING	Creating novel enterprises in India

Unit & Topics**Hours****Unit 1: India as an Attractive Business Destination**

3

India's Demographic Advantage

Benefits for Foreign Companies

Benefits for Domestic Entrepreneurs and SMEs

Govt. of India Initiatives: Make in India, PLI Scheme, Gati Shakti, Atmanirbhar Bharat

Unit 2: Types of Business Establishments

4

Sole Proprietorship

Partnership

LLC

Private Limited Company

Public Limited Company

One Person and Section 8 Company

Joint Venture

NGOs and Trusts

Unit 3: Facilities for New Businesses (Startups)

4

Incubators – Types

Startup India – Govt. of India Initiative

Financing Options for New Businesses - Bootstrapping

Equity Financing – Instruments (Equity / Preferred Shares)

Unit & Topics	Hours
Debt Financing – Instruments (Debentures / Loans / Deposits / CPs)	
International Financing – GDR / ADR / IDR	
Factors for Choosing Fund Route	
Unit 4: Intellectual Property Rights Framework	4
Intellectual Capital / Asset / Property – IPR Framework	
Patents	
Trademarks	
Copyrights	
Patent Infringement Case Studies	

Text books :

1. India as an Attractive Business Destination

- *"India Unbound"* – Gurcharan Das
- *"The Rise of India: Its Transformation from Poverty to Prosperity"* – Niranjan Rajadhyaksha
- *"Why India is a Good Investment?"* – P. Krishnamurthy

2. Types of Business Establishments

- *"Business Organization & Management"* – C.B. Gupta
- *"Forms of Business Organization"* – MC Shukla
- *"Company Law"* – Avtar Singh

3. Facilities for New Businesses (Startups)

- *"The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company"* – Steve Blank & Bob Dorf
- *"Zero to One: Notes on Startups, or How to Build the Future"* – Peter Thiel
- *"Startup India: The Inside Story"* – Nandini Vaidyanathan

PGC2:Effective Communication	Semester I
Credits:1	LTP:2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2 Hrs /week	Internal Assessment: 50 Marks

Course Outcomes:

CO#	Cognitive Abilities	Course Outcome (Student will be able to)
CO1	Remembering	Know and apply learning effectively in both spoken and written managerial communication skills.
CO2	Understanding	Distinguish various working styles, extend coordination, and collaborate among the departments in organizations.
CO3	Applying	Apply the models learned and contemporary practices in the real business world.
CO4	Analysing	Analyse business communication well and perform managerial skills effectively.
CO5	Evaluating	Evaluate business communication well and perform managerial skills effectively.
CO6	Creating	Creatively apply knowledge in the workplace, keeping the organization active through managing effective communication and enhancing usage in personal life.

Unit & Topics**Hours****Unit 1: Basics of Communication**

6

Be Heard, Understood, and Remembered

Learning the Basics, Introduction to Communication

Managerial Functions & Styles of Communication

Principles of Effective Communication

Unit 2: Working Towards Better Communication

6

Understanding the Process of Communication

Forms of Communication

Choosing Methods of Communication, Using Virtual Platforms Effectively

Communication in a Global Environment

Recognizing Barriers to Effective Communication and Overcoming Them

Communication Dynamics in a Business Environment

Unit 3: Verbal & Nonverbal Communication

8

Nonverbal Communication - Your Body Speaks (Stance, Movement, Gestures, Facial Expressions, Eye Contact)

Understanding Gestures & Using Them Effectively

Assignment to Apply Learnings of Body Language

Verbal Communication

Unit & Topics	Hours
Greetings and the Art of Conversation	
Presentations	
Oral Planning Presentation, Technical & Non-Technical Planning	
Developing & Displaying Visual Aids, Use of Charts, Diagrams & Tables	
Visual & Audio-Visual Aids for Communication	
Telephonic Conversation, Teleconferencing	
Learning to Listen and Overcoming Barriers to Effective Listening	
Unit 4: Business Writing	6
Understanding Formal and Informal Environments	
Etiquettes for Written Communication in Formal Business Correspondence	
Email Writing Dos and Don'ts, Writing Effective Emails	
Writing Business Reports and Proposals, Purpose of Business Reports	
Correspondence: Letter Writing for Various Situations	
Assignments Based on the Above Learnings	
Unit 5: Organizational Communication	8
Organizational Communication (OC) and Its Importance in the Organization	
Types of Organizational Communication	
Group Discussions, Characteristics of Effective Communication	
Group Decision Making and Cross-Cultural Dimensions	
Resume Building	
Writing Your Resume - Dos and Don'ts	
Purpose of Interviewing, Types of Interviews, Style of Interviewing, Mock Interviews	
Norms of Business Dressing, Panel Discussion, Debates, and Group Discussions	
Conducting Meetings	
Procedure - Preparing Agenda, Minutes, and Resolutions	
Conducting Seminars & Conferences: Procedure of Regulating Speech	
Evaluating Oral Presentations – Drafting Speech	

Text Book& References:

1. Lesikar, R.V.&Flatley ,M.E.(2005). Basic Business Communication Skills for empowering the Internet Generation. TataMcGraw Hill Publishing Company Ltd. New Delhi.
2. Ludlow, R. &Panton,F. (1998). The Essence of Effective Communications. Prentice Hall of India Pvt. Ltd.
3. Business communication, principles and methods and Techniques – Nirmal Singh, Deep and Deep publications Pvt Ltd.
4. Foundations of Business communication, India Edition – Dona. J. Young Tata McGraw – Hill
5. Business Communication Today, Bovee, Thill & Schatzman, Prentice Hall

6. Essentials of Business Communication, Mary Ellen Guffey, South-Western Educational
7. Business Communication Asha Kaul Prentice Hall of India
8. Professional Communication Aruna Koneru Tata McGraw-Hill

COEP TECH-MBA

PGC3:Self-Awareness and Personality Development	Semester I
Credits:1	LTP:2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2 Hrs /week	Internal Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	To understand the key concepts in Self-Awareness & Personality Development
CO2	UNDERSTANDING	To understand the individual development in terms of personality, Communication, Mind mapping, building the confidence & personal growth of the student in terms of the Organisation.
CO3	APPLYING	To help students develop critical thinking and problem-solving skills, and to connect them with real-world data.

Module & Sessions	Hours
Module 1: Introduction to Self-Awareness	4
Session 1.1: Understanding Self-Awareness	2
Definition and importance of self-awareness	
The role of self-awareness in leadership and management	
Tools for self-assessment (SWOT Analysis, Johari Window)	
Session 1.2: Exploring Personal Values and Beliefs	2
Identifying core values and beliefs	
How values influence decision-making and behaviour	
Aligning personal values with professional goals	
Module 2: Personality Development	4
Session 2.1: Personality Theories and Self-Discovery	2
Overview of major personality theories (Big Five, Myers-Briggs Type Indicator)	
Personality assessments and their applications	
Understanding your personality type and leveraging it in professional settings	
Session 2.2: Building Emotional Intelligence	2
Introduction to emotional intelligence (EI)	
Components of EI: Self-awareness, self-regulation, motivation, empathy, social skills	
Developing EI for personal and professional success	
Self-awareness and personality development	

Module & Sessions	Hours
Module 3: Communication and Mind Mapping	6
Session 3.1: Fundamentals of Effective Communication	2
Verbal, non-verbal, and written communication skills	
Active listening and empathy in communication	
Barriers to effective communication and overcoming them	
Session 3.2: Introduction to Mind Mapping	2
What is mind mapping? Understanding the concept	
Benefits of mind mapping for learning and personal development	
Tools and software for creating mind maps	
Session 3.3: Applying Mind Mapping Techniques	2
Practical exercises: Creating mind maps for problem-solving and decision-making	
Using mind mapping for goal setting and planning	
Module 4: Confidence Building and Personal Growth	6
Session 4.1: Strategies for Confidence Building	2
Identifying self-limiting beliefs and overcoming them	
The power of positive self-talk and visualization	
Building self-esteem through personal achievements	
Session 4.2: Goal Setting and Personal Development Planning	2
SMART goals for personal and professional growth	
Creating a personal development plan	
Tracking progress and staying motivated	
Self-awareness and personality development	
Session 4.3: Developing a Growth Mindset	2
Understanding the growth vs. fixed mindset	
Techniques to cultivate a growth mindset	
Applying growth mindset principles to overcome challenges	
Teaching Methodology	
<ul style="list-style-type: none"> Interactive Lectures: Engaging students with discussions, case studies, and examples. Group Activities: Role-playing, group discussions, and team-building exercises. Self-Assessment Tools: Administering personality tests and self-awareness quizzes. Practical Workshops: Public speaking sessions, mock presentations, and networkingsimulations. Reflective Journals: Encouraging students to maintain a journal to reflect on theirpersonal growth and learning. 	

Assessment

- **Class Participation (10%):** Active participation in discussions and activities.

- **Reflective Journal** (20%): Regular entries reflecting on personal development and course learnings.
- **Group Presentation** (30%): Presentation on a selected topic related to personality development or self-awareness.
- **Final Assignment** (40%): A personal development plan outlining goals, strategies, and a reflection on the journey of self-awareness. [Evaluating the students on the day 1 and last day of the program]

PGC4: Introduction to Case Studies in GM	Semester I
Credits:1	LTP:2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2 Hrs /week	Internal Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	To understand the key concepts in case study
CO2	UNDERSTANDING	To understand the problem or situation so as to gather, organize and analyze data, and apply their knowledge in understanding corporate world.
CO3	APPLYING	To help students develop critical thinking and problem-solving skills, and to connect them with real-world data.

Case studies are important in business education because they can help students understand complex situations, capture the context of participants, and demonstrate expertise.

Live industry cases help students to apply the concepts learned in management

Case study as a mechanism to engage students in discussion of specific scenarios that resemble or typically are real-world examples.

This method is learner-centered with intense interaction between participants as they build their knowledge and work together as a group to examine the case.

Creation of Standard Components of a case:

The standard components of a case are straightforward:

- Opening section of the case -Introduction
- Industry and organization background
- Case story
- Closing

Procedure of Creating of Case:

The opening section is the most important part of a case. It usually consists of one to three paragraphs, serving as the stage setting and a “hook” at the same time. In this section When and Where Who does What, Why, and how (the six Ws) are introduced. You should tell who your protagonist is (name and position), what kind of decision he or she has to make, when and where this is happening (date and place), and why and how this would happen. It is customary to finish the opening with one or two key questions facing the protagonist. A good opening is brief, direct, and has a dramatic effect that can serve as a “hook” to motivate the reader to keep on reading. Do remember to avoid clichés, such as “Mr. Y leaned back in his chair pondering the challenges his company was facing.”

The sections that follow serve as the framework of the case. It usually has a funnel structure, moving from more general to more specific information. The section headings are not the same as the case components. For example, in the “background” and “case story” part, you can have sections entitled, “The Chemicals Industry,” “Dow and Its Acquisition Program,” “Dow’s Acquisition of Wolff Walsrode,” and “The

Integration of Wolff Walsrode.” The sections headings should be short, descriptive, and straightforward to help students follow the story and locate data. Under each main heading, you can have one or several subheadings. But there should not be more than one layer of subheadings, as too many subheadings will make the case structure fragmented.

The closing section gives a short summary of the case to reiterate the decision focus and often introduces a broader new question(s). The question(s) raised in the opening paragraph is immediate, and the question(s) asked at the end is deeper and more general. The closing paragraph should be the writer’s perspective.

To excel in case study assessments, the students can follow the CSAC framework:

1. Clarify: Understand the context, objectives, and problem statement thoroughly.
2. Structure: Develop a problem-solving strategy by asking key questions and framing the issue. (Is it a revenue or profit problem? Is it a demand or a supply problem?)
3. Analysis: Formulate hypotheses and propose data-driven alternatives based on the information provided.
4. Conclude: Deliver a robust, actionable recommendation supported by insights and addressing potential risks.

Please Note: Students will be asked to prepare cases in the prescribed format:

- Title page comprising of Title
- Abstract and Key-Words
- An opening paragraph/hook that generates interest and highlights the dilemma/problem
- Company/ Organisation history
- Industry background as relevant
- Key events or characters or elements of the case should be fully developed
- Complete description of the situation or problem
- Way forward(Discussion and Conclusion
- Relevant Exhibits or Appendices and References.

Important Guidelines for Submission:

- Cases are based on real people, companies, and events. Fictional cases are not accepted.
- Field: Cases based on fieldwork, interviews, and internal company data.
- Cases based on published information, requiring appropriate and sufficient footnote citations
- Cases are written in the past tense
- Case studies should be submitted only in .doc format in 12 point Times Roman font, single-spaced with 1”margins.
- Word limit of case study is 6,000 words, excluding exhibits and references in APA style.
- It is mandatory to Publish the source – Requires appropriate and sufficient footnotes for all attributed statements, actions, feelings to actual persons or subject organization.
- Citation should follow the below format
https://arts.pdn.ac.lk/ichss/content/Chicago_Manual_of_Style.pdf

Website to Publish Your case :

1. <https://www.iveypublishing.ca/s/?id=111053>
2. <https://www.emeraldgrouppublishing.com/publish-with-us/publish-a-teaching-case-study/submit-your-case-study>

Online Resources & References

1. https://www.linkedin.com/posts/dr-chunduru_case-study-approach-activity-7239112892048932864-GsfM?utm_source=share&utm_medium=member_ios
2. [https://www.iveypublishing.ca/cms/delivery/media/MCLRXMKO6ZZRCGJAYKVHN S5MCNS4- Submission Guidelines.- Ivy Publishing](https://www.iveypublishing.ca/cms/delivery/media/MCLRXMKO6ZZRCGJAYKVHN S5MCNS4-Submission-Guidelines.-Ivy-Publishing)
3. <https://www.emeraldgrouppublishing.com/journal/jcefts#author-guidelines> ,Emerald Publishing
4. Abell, D. 1997. "What Makes a Good Case?" IMD. Farhoomand, A. 2004. "Writing Teaching Cases: A Quick Reference Guide." University of Hong Kong CAIS.
5. Heath J. 2006. Teaching and Writing Case Studies. 3rd ed. The Case Centre.
6. Gentile, M. 1990. "Twenty-Five Questions to Ask as You Begin to Develop a New Case." Harvard Business School.
7. Linder, J. 1990. "Writing Cases: Tips and Pointers." Harvard Business School.
8. Leenders, M. R., Mauffette-Leenders, L. A., and Erskine, J. A. 2001. Writing Cases. 4th ed. Richard Ivey School of Business.

Semester II

PCC-1 Legal Aspects of Business	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Recall the basic principles of law, types of contracts, and relevant legal terms related to business.
CO2	UNDERSTANDING	Understand the application of business laws, such as the Sale of Goods Act, Consumer Protection, and Company Law, in real-world scenarios.
CO3	APPLYING	Apply legal concepts to solve business-related issues such as contract breaches, consumer disputes, and intellectual property concerns.
CO4	ANALYSING	Analyze business cases and legal precedents to assess the impact of laws on business operations and decision-making.
CO5	EVALUATING	Evaluate the effectiveness of legal frameworks, such as IPR, Cyber Law, and Consumer Protection, in promoting ethical business practices.

Unit & Topics**Hours****Unit 1: Introduction to Law****3**

Meaning, Nature, and Classification of Law

Sources of Law: Constitution, Legislation, Precedents, Customs

Indian Court System

Fundamental Rights & Duties

Business Laws: Scope and Importance

Unit 2: Law of Contract**6**

Essentials of a Valid Contract

Types of Contracts: Valid, Void, and Voidable

Performance and Discharge of Contracts

Breach of Contract and Remedies

Special Contracts: Indemnity, Guarantee, Bailment, Pledge, and Agency

Unit & Topics	Hours
Unit 3: Sale of Goods Act, 1930	4
Essentials of a Contract of Sale	
Conditions and Warranties	
Transfer of Ownership and Risk	
Classification of Goods	
Caveat Emptor	
Rights of an Unpaid Seller	
Auction Sale	
Unit 4: Consumer Protection Act, 2019	3
Definition of Consumer, Goods & Services, Unfair Trade Practices	
Consumer Rights and Consumer Redressal Mechanisms	
Product Liability and E-Commerce Transactions	
Unit 5: Company Law	6
Meaning & Features of Company	
Types of Companies, Incorporation of Company, Share Capital	
Memorandum & Articles of Association	
Prospectus	
Appointment and Responsibilities of Directors	
Meetings under Company Law	
Unit 6: Intellectual Property Rights (IPR)	5
Overview of IPR Laws in India	
Types: Patents, Trademarks, Copyrights, Designs, and Trade Secrets	
Registration, Protection, and Infringement	
Unit 7: Cyber Law	3
Overview of Cyber Laws in India	
E-Governance, Cyber Offences under IT Act, 2000	
Data Protection and Privacy Laws, Cyber Espionage	

Textbooks:

1. Kuchhal, M. C. – *Business Law* (Vikas Publishing House)
2. Kapoor, N. D. – *Elements of Mercantile Law* (Sultan Chand & Sons)

Reference Books:

1. Avtar Singh – *Company Law* (Eastern Book Company)
2. P. K. Goel – *Business Law for Managers* (Biztantra)
3. Bulchandani, K. R. – *Business Law* (Himalaya Publishing House)
4. Taxmann – *Bare Acts on Business and Corporate Laws*

PCC-2: Research Methodology	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Define and explain fundamental concepts, stages, and significance of business research in managerial decision-making.
CO2	UNDERSTANDING	Describe various research designs, data collection techniques, and their applications in business research.
CO3	APPLYING	Apply measurement scales, questionnaire design techniques, and data collection methods in research studies.
CO4	ANALYSING	Analyze sampling methods, hypothesis testing procedures, and data preparation techniques for research.
CO5	EVALUATING	Evaluate statistical methods such as T-test, ANOVA, correlation, and factor analysis to derive meaningful business insights.
CO6	CREATING	Design and present research reports with appropriate statistical interpretation while adhering to ethical research practices.

Unit & Topics**Hours****Unit 1: Introduction to Business Research**

6

Definition, Scope, and Importance of Business Research

Stages in the Research Process

Problem Definition & Research Objectives

Types of Research: Exploratory, Descriptive, and Causal Research

Role of Business Research in Managerial Decision-Making

Unit 2: Research Designs & Data Collection Techniques

8

Classification of Research Designs

Exploratory, Descriptive & Conclusive Research Designs

Causal Research & Experimental Designs

Unit & Topics	Hours
Secondary Data: Nature, Sources, and Advantages	
Primary Data: Nature, Types, and Issues in Data Collection	
Unit 3: Measurement, Scaling & Questionnaire Design	8
Concept of Measurement & Its Challenges (Validity, Reliability)	
Types of Measurement Scales (Nominal, Ordinal, Interval, Ratio)	
Measurement of Attitudes & Scaling Procedures	
Questionnaire Design & Testing	
Unit 4: Sampling, Hypothesis Testing & Data Preparation	4
Sampling Theory & Sampling Designs	
Determining Sample Size & Central Limit Theorem	
Hypothesis Testing: Concept, Formulation, and Procedures	
Data Preparation Process (Editing, Coding, Classification, Tabulation)	
Unit 5: Statistical Analysis, Research Reporting & Ethical Issues	4
Introduction to SPSS & Data Analysis Tools	
Statistical Techniques: T-Test, ANOVA, Correlation & Factor Analysis	
Interpretation of Statistical Results	
Writing Research Reports for Academic & Business Purposes	
Ethical Considerations in Research: Plagiarism, Self-Plagiarism, and Publishing Ethics	

Textbooks:

1. **Zikmund, Babin, Carr, & Griffin** – *Business Research Methods*, Cengage Learning, 9th Edition, 2020. (Covers business research concepts, research designs, and data collection techniques)
2. **Donald R. Cooper & Pamela S. Schindler** – *Business Research Methods*, McGraw Hill, 12th Edition, 2021. (Covers measurement, questionnaire design, hypothesis testing, and data analysis)
3. **Uma Sekaran & Roger Bougie** – *Research Methods for Business: A Skill-Building Approach*, Wiley, 8th Edition, 2020. (Covers sampling, statistical analysis, SPSS, and ethical issues in research)

Reference Books:

1. **Kothari, C.R. & Gaurav Garg** – *Research Methodology: Methods and Techniques*, New Age International Publishers, 4th Edition, 2019. (Covers hypothesis testing, sampling methods, and research reporting)
2. **Malhotra, Naresh K. & Dash, Satya Bhushan** – *Marketing Research: An Applied Orientation*, Pearson, 7th Edition, 2020. (Covers data collection, measurement scales, and research analysis techniques)

3. **Andy Field** – *Discovering Statistics Using SPSS*, Sage Publications, 5th Edition, 2018. (Covers statistical applications such as T-test, ANOVA, correlation, and factor analysis in SPSS)

PCC3 : PROJECT MANAGEMENT	SEMESTER II
Credits:2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	Cognitive Abilities	Course Outcomes
CO1	Understanding	Understand the principles and processes of project management.
CO2	Demonstrate	Demonstrate effective communication and teamwork in project environments.
CO3	Analyse	Analyse risks and develop mitigation strategies for projects.
CO4	Evaluating	Evaluate project performance using key performance indicators (KPIs) and earned value management (EVM).
CO5	Creating	Create innovative projects for technology enabled businesses

Unit & Topics

Hours

Unit 1: Introduction to Project Management

6

Definition, Characteristics, and Objectives of a Project
 Philosophy, Principles, Need for and Knowledge Areas & Processes
 Project Life Cycle and Phases
 Role of a Project Manager and Stakeholders
 Project Management Processes and Its Impact

Unit 2: Project Planning and Scheduling

6

Project Identification, Selection, and Planning
 Organizational Structure and Issues
 Gantt Charts, Critical Path Method (CPM), and PERT
 Resources and Considerations in Projects
 Work Breakdown Structure (WBS)
 Project Cost Estimation and Budgeting

Unit & Topics	Hours
Unit 3: Risk Management	6
Risk Identification, Analysis, and Prioritization	
Project Risk Management	
Risk Mitigation Strategies	
Contingency Planning	
Quality Management and Value Engineering	
PMIS; Purchasing and Contracting for Projects	
Project Performance Measurement and Evaluation	
Unit 4: Project Execution and Monitoring	6
Project Execution	
Project Communication and Stakeholder Management	
Change Management	
Key Performance Indicators (KPIs)	
Earned Value Management (EVM)	
Unit 5: Project Closure	6
Project Evaluation and Performance Analysis	
Lessons Learned and Documentation	
Post-Project Review and Audit	

Textbooks and References:

Textbooks:

- A Guide to the Project Management Body of Knowledge (PMBOK Guide), PMI
- Project Management: A Systems Approach to Planning, Scheduling, and Controlling, Harold Kerzner
- Agile Project Management with Scrum, Ken Schwaber

References:

- Project Management for Engineering, Business, and Technology, John M. Nicholas
- Scrum: The Art of Doing Twice the Work in Half the Time, Jeff Sutherland
- Project Management for Humans: Helping People Get Things Done, Author: Brett Harned, Published date: 2017
- Making Things Happen: Mastering Project Management, Author: Scott Berkun, Published date: 2008 (revised edition)
- Project Management for the Unofficial Project Manager, Author: Kory Kogon, Published date: 20

PCC-4: Management Accounting	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Remembering techniques of management accounting
CO2	UNDERSTANDING	Understanding financial statements
CO3	APPLYING	Applying techniques of Financial statement analysis
CO4	ANALYSING	Analysing working capital cycle
CO5	EVALUATING	Evaluating budgets
CO6	CREATING	-

Unit & Topics**Hours****Unit 1: Financial Statement Analysis - I**

8

Benefits & Limitations of Financial Statement Analysis
 Techniques of Financial Statement Analysis
 Horizontal & Vertical Analysis
 Common Sized Statements

Unit 2: Financial Statement Analysis - II

12

Ratio Analysis
 Trend Analysis
 Study of Published Financial Statements

Unit 3: Budgets & Budgetary Control

6

Need for Budgets
 Types of Budgets
 Functional Budgets
 Cash Budgets
 Zero-Based Budgets

Unit 4: Working Capital Management

4

Elements of Working Capital
 Operating Cycle

Unit & Topics

Hours

Cash Cycle

Calculation of Working Capital Cycle

Textbooks:

1. Cost and Management Accounting - Colinn Dury 7th Edition
2. Cost and Management Accounting, M. N. Arora
3. Management Accounting – M Y Khan
4. Management Accounting – I M Pandey

COEP TECH-MBA

PCC5:Management Information Systems	Semester II
Credits: 2	LTP:3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Define the concept of MIS, Its components and its types
CO2	UNDERSTANDING	Understand principles and practices of MIS and its implication in the real world
CO3	APPLYING	Interpreting the role & the interdisciplinary role of the Information Systems
CO4	ANALYSING	Analysing the impact of strategic decision making involved with MIS and implement effectively in businesses
CO5	EVALUATING	Integrate their learning from functional areas, decision making process in an organization and role of Information Systems to have a vintage point in this competitive world.
CO6	CREATING	Implementing the systems and creating a unique blend effectively in individual businesses

Unit & Topics**Hours****Unit 1: Basic Concepts of Management Information System**

8

Basic Concepts of Management Information System
 Role of Data and Information
 Organization Structures & Systems Approach in Business Processes
 Introduction & Categorization of Information Systems
 Strategic Information System
 Changing Environment and Its Impact on Business

Unit 2: Types of Information Systems

8

Meaning, Components, Functions, and Applications of MIS
 Transaction Processing Systems
 Management Information Systems
 Decision Support Systems
 Digital Dashboards

Unit & Topics	Hours
Artificial Intelligence and Machine Learning Systems	
Unit 3: Applications of Information Systems	8
Meaning, Functions, and Applications of Functional Systems in Financial, Human Resource, Marketing, Production, and Operations	
Enterprise Systems: Business Process Integration	
ERP, Supply Chain Management Systems	
CRM & Business Intelligence	
Unit 4: Ethical and Social Issues in Information Systems	8
Securing Information Systems	
Digital Technology Trends Transforming Businesses	
Data Management & Analytics	
Business Intelligence	

Text Books:

1. Arora, Management Information System, Excel Books, 2010, 4th Edition, New Delhi.
2. C.S.V. Murthy, Management Information System, Himalaya Publishing House, 2011, 11 Edition, Mumbai.
3. G. V. Satya Sekhar, Management Information

Reference Books:

1. Kenneth Laudon, Jane Laudon Essentials of Management Information Systems PHI 10th
2. Stephen Haag, Amy Philips Business Driven Technology McGraw Hill
3. W.S. Jawadekar Management Information systems TMH
4. Raymond McLeod and George P. Schell Management Information systems Pearson

PCC-6: Introduction to R and Python	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Learn Python concepts
CO2	UNDERSTANDING	Understand various Python libraries
CO3	APPLYING	Apply python for statistical analysis
CO4	ANALYSING	Analyze data using R
CO5	EVALUATING	Evaluate data analysis outputs using R

Unit & Topics**Hours****Unit 1: Introduction to Python**

5

Need for Python
 Data Structures in Python
 Lists and Tuples
 Sets and Dictionaries
 Arithmetic and Logical Operators in Python

Unit 2: Libraries in Python

6

Libraries in Python - NumPy
 Libraries in Python - Pandas
 Importing Excel and CSV Files in Python
 Basic Data Analysis Using Python
 MatPlot and Seaborn Libraries
 Making Graphs in Python

Unit 3: Statistics for Machine Learning Using Python

6

Statistics for Machine Learning
 Probability Distributions Using Python
 Inferential Statistics Concepts
 Using SciPy Library for Statistics
 One Sample t-test, Paired t-test
 Independent Sample t-test, ANOVA

Unit 4: Introduction to R

5

Introduction to R Programming
 Data Structures in R

Unit & Topics	Hours
Importing CSV and Excel Files in R Data Visualization in R Bar Chart, Pie Chart, Histogram, Scatter Plot	
Unit 5: Statistics Using R	8
Descriptive Statistics Using R Probability Distributions Using R Single Population Hypothesis Testing Comparison of Two Populations Comparison of Multiple Populations	

Textbooks:

1. Fundamentals Of Python: First Programs, 3rd Edition Paperback – 15 August 2024
by [Kenneth A. Lambert](#)
2. Introduction to Data Science: Practical Approach with R and Python Paperback – 1 October 2021 by [B. Uma Maheswari](#) (Author), [R. Sujatha](#) (Author)

Reference Books:

1. An Introduction to Python (Also Includes What's New in Python Release - Version 3.11) By: [Guido van Rossum](#) | Publisher: [Shroff Publishers & Distributors Pvt. Ltd.](#)

PCC7: Design Thinking & Strategic Thinking	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Understand the concept Design Thinking & Strategic Thinking.
CO2	UNDERSTANDING	Describe the need and scope of Design Thinking & Strategic Thinking.
CO3	APPLYING	Discuss significance of Design Thinking & Strategic Thinking.
CO4	ANALYSING	Explain Design Thinking & Strategic Thinking
CO5	EVALUATING	Applications, Practices and ways to adopt / internalize Design Thinking & Strategic Thinking

Module & Topics**Hours****Design Thinking**

10

Introduction to Design Thinking
 Concept and Meaning
 Design Thinking Process: 5 Steps – Stanford Design Thinking Model
 Benefits of the Design Thinking Process
 Implementing Design Thinking
 Critical Success Factors for Implementing Design Thinking
 Skills Expected for Design Thinking
 Design + Linking Stages
 Real-World Examples + Case Studies / Activities / Exercises

Strategic Thinking

10

Introduction to Strategic Thinking
 Concept and Meaning
 Importance of Strategic Thinking
 Strategic Thinking Components
 Types of Strategic Thinking
 Benefits of Strategic Thinking

Module & Topics	Hours
Strategic Thinking in Business	
Skills Expected / Required for Strategic Thinking	
How to Improve Strategic Thinking	
Strategic Thinking Tools	10
Porter's Five Force Model	
Gartner Quadrant	
McKinsey 7-S	
BCG Matrix	
Ansoff Matrix	
Blue Ocean Strategy	
Real-World Examples + Case Studies / Activities / Exercises (Britannica)	
Text books	
1. Design Thinking for Beginners: Innovation as a factor for entrepreneurial success Hardcover – Import, 18 August 2019 by Kilian Langenfeld	
2. Design Your Thinking Hardcover – 23 December 2020 by SONI PAVAN	

Program Generic Course

PGC1: Company and Sectorial Analysis	Semester II
Credits: 2	LTP: 2:0:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2 Hrs /week	Internal Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBERING	Describe the fundamental structure and key sectors of the Indian economy.
CO2	UNDERSTANDING	Interpret the contributions of various sectors like agriculture, industry, and services to India's GDP and economic growth.
CO3	APPLYING	Apply sectoral analysis techniques to assess the performance and potential of different industries in India.
CO4	ANALYSING	Analyze the impact of government policies and macroeconomic indicators on sectoral growth and economic stability.
CO5	EVALUATING	Conclude the implications of sectoral trends and interlinkages on the broader economic outlook for India.
CO6	CREATING	Anticipate potential risks and opportunities in emerging sectors and their influence on the future of the Indian economy.

Unit & Topics**Hours****Unit 1: Sectoral Analysis**

8

1.1 Overview of the Indian Economy

Structure of the Indian Economy

Role and Structure of Agriculture, Industry, and Services

Economic Reforms and Sectoral Growth

1.2 Emerging Sectors

E-commerce, Startups, and Digital Economy

Biotechnology and Pharmaceuticals

Artificial Intelligence

Green Economy and Sustainability

Sectoral Innovations and Disruptions

Unit 2: Company Analysis

7

1.1 Understanding the Business Model

Key Revenue Drivers and Cost Structures

Unit & Topics	Hours
Business Lifecycle and Growth Strategies	
1.2 Industry & Competitive Analysis	
Porter's Five Forces Framework	
SWOT Analysis and Competitive Positioning	
1.3 Corporate Governance & Leadership Evaluation	
Board Structure and Decision-Making Processes	
Leadership Effectiveness and Management Strategy	
1.4 Sustainability & ESG Considerations	
Corporate Social Responsibility (CSR)	
Environmental and Ethical Impact of Business Decisions	
1.5 Interpreting Key Financial Indicators	
Revenue, Profitability, and Growth Metrics	
Understanding Financial Health Without Deep Technical Analysis	
1.6 Risk Assessment & Business Resilience	
Identifying Operational, Reputational, and Strategic Risks	
Crisis Management and Adaptability Strategies	

Textbooks:

- "Sectoral Analysis of the Indian Economy" – V. K. Agnihotri
- "Indian Economy" – Ramesh Singh
- "Structural Transformation of Indian Economy" – Sudip Chaudhuri
- "Indian Economy: Performance and Policies" by Uma Kapila
- India's Economic Reforms and Development: Essays for Manmohan Singh" by Isher Judge Ahluwalia and IMD Little

Reference Books:

- "Competitive Strategy: Techniques for Analyzing Industries and Competitors" – Michael E. Porter
- Blue Ocean Strategy – W. Chan Kim & Renée Mauborgne
- The McKinsey Way – Ethan M. Rasiel
- India's Financial Markets: An Insider's Guide to How the Markets Work by Ajay Shah, Susan Thomas, and Michael Gorham
- The Indian Economy: A Macro-Economic Perspective by K.R. Gupta

PGC-2: Current Business Environment	Semester II
Credits: 1	LTP:1:1:0
Teaching Learning Scheme	Examination Scheme
Lectures: 2 Hrs /week	Internal Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome: After completion of this course, the student will be able to :
CO1	REMEMBERING	Outline & understand various components of Business Environment.
CO2	UNDERSTANDING	Outline various components of Business Environment and explain the impact of business environment on businesses.
CO3	APPLYING	Apply the knowledge to analyze the current situations and take prudent decisions.
CO4	ANALYSING	Analyse the different business environments
CO5	EVALUATING	Evaluate the interrelationships that exist in Business Environment
CO6	CREATING	Create a deep understanding template of BE through tools.

Unit & Topics	Hours
Unit 1: Business Environment Introduction & Economic Advancements	4
Concepts, Significance, and Nature of Business Environment	
Elements of Environment: Internal and External	
Unit 2: Economic Environment of Business	4
Business Innovation & Startup Ecosystem	
Global Capability Centers (GCC)	
Advancements in Financial & Government Policies	
Indian Financial System & Innovations in Different Policies	
Unit 3: Legal Environment of Business	4
Critical Elements of Political Environment	
Government and Business	
Changing Dimensions of Legal Environment in India	
Unit 4: Cultural, Environmental & Technological Environment	4
Critical Elements of Socio-Cultural Environment	
Consumerism in India	
Technological Environment in India	

Unit & Topics

Hours

Research and Development

Patent Changes & Technology Transfer

Women and Business: National Policy for the Empowerment of Women, 2001

Text Books:

1. Justin Paul, Business Environment Text and Cases, 3e
2. Shaik Saleem, Business Environment, 2E, Pearson, 2010

Reference Books:

1. Fernando, Business Environment, IE, Pearson, 2011
2. Misra S. K & Puri V. K, Economic Environment of Business, 6E, Himalaya publishing house, 2010.

PGC3- : Presentation skills	Semester II
Credits: 1	LTP:3:1:3
Teaching Learning Scheme	Examination Scheme
Lectures: 2 Hrs /week	Internal Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Key concepts of presentation skills
CO2	UNDERSTANDING	To understand the topic or situation so as to gather, organise and analyze, and apply their knowledge and skills in understanding the different concepts & contexts in Presentations
CO3	APPLYING	To apply & implement learned skills, gather the data, make effective presentations

Skill & Topics**Hours**

Skill 1: How to Improve Your Presentation Skills	2
Skill 2: Why Are Good Presentation Skills Important?	1
Skill 3: What Skills Do You Need for a Presentation?	-
Enhancing Presentations & How to Create an Engaging Presentation	
Skill 4: Presentation in Business Communication	2
Formal Presentation & Introduction for Your Presentation	
Skill 5: Role of Communication in Presentations	2
Body Language & Voice Modulation in Presentation and Speech	
Skill 6: Storytelling in Presentations	1
Handling Questions & Effective Feedback	
Skill 7: Organizing a Group Presentation & Team Presentation	1
Facing an Unresponsive Group & Dealing with Hostility	
Working in Cross-Cultural Teams	
Skill 8: Presentation Skills Assessment Test & Closing Remarks	2

Recommended books**1. Essential Presentation Techniques & Public Speaking**

- *"Talk Like TED: The 9 Public-Speaking Secrets of the World's Top Minds"* – Carmine Gallo

- *"The Exceptional Presenter: A Proven Formula to Open Up and Own the Room"* – Timothy J. Koegel
 - *"Confessions of a Public Speaker"* – Scott Berkun
2. Business & Professional Presentations
- *"Slide:ology: The Art and Science of Creating Great Presentations"* – Nancy Duarte
 - *"The Presentation Secrets of Steve Jobs: How to Be Insanely Great in Front of Any Audience"* – Carmine Gallo
 - *"Resonate: Present Visual Stories That Transform Audiences"* – Nancy Duarte
3. Engaging & Effective Communication
- *"Made to Stick: Why Some Ideas Survive and Others Die"* – Chip Heath & Dan Heath
 - *"HBR Guide to Persuasive Presentations"* – Nancy Duarte (Harvard Business Review)
 - *"Speak with No Fear: Go from a Nervous, Nauseated, and Sweaty Speaker to an Excited, Energized, and Passionate Presenter"* – Mike Acker
4. Storytelling & Body Language in Presentations
- *"The Storyteller's Secret: From TED Speakers to Business Legends, Why Some Ideas Catch On and Others Don't"* – Carmine Gallo
 - *"Winning Body Language: Control the Conversation, Command Attention, and Convey the Right Message—Without Saying a Word"* – Mark Bowden
 - *"Never Be Boring Again: Make Your Business Presentations Capture Attention, Inspire Action, and Produce Results"* – Doug Stevenson

PGC-4 : Case Study in General Management	Semester II
Credits: 2	LTP:3:1:3
Teaching Learning Scheme	Examination Scheme
Lectures: 2 Hrs /week	Internal Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Key concepts to define key terms
CO2	UNDERSTANDING	To understand the problem or situation so as to gather, organise and analyze data, and apply their knowledge in understanding corporate world.
CO3	APPLYING	To help students develop critical thinking and problem-solving skills, and to connect them with real-world data.

Case studies are important in business education because they can help students understand complex situations, capture the context of participants, and demonstrate expertise.

They are extensively used in many different contexts, including research, teaching.

Case study as a mechanism to engage students in discussion of specific scenarios that resemble or typically are real-world examples.

This method is learner-centered with intense interaction between participants as they build their knowledge and work together as a group to examine the case.

Live industry cases help students to apply the concepts learned in management

Unit & Topics	Hours
Unit 1: General Management - Functioning of the Organization	2
CCD Case Study (SWOT Analysis Method)	
Unit 2: Foundations of Group Behavior	5
Team Effectiveness Model	
Team Processes	
Turning Individuals into Team Players	
Ethical Dilemma - "Is it Worth Hiring a Star Instead of Team Players?" Case	
Unit 3: Communication	4
Experiential Exercise - Conveying Tone through Email	
Personal Effectiveness - Providing Effective Feedback	
Candid Conversation (CIS)	

Unit & Topics	Hours
Unit 4: Diversity in Organizations	4
Two Forms of Workplace Diversity	
Levels of Diversity	
Discrimination in the Workplace	
Biographical Characteristics - Sex, Race, and Ethnicity	
Disabilities & Other Differentiating Characteristics	
Implementing Diversity Management Strategies	
Effective Diversity Programs	
Unit 5: Concluding Remarks	1
Summarizing Learnings & Evaluations	

Text & Reference books

- General Management & Organizational Behavior
 - "*Management*" – Stephen P. Robbins & Mary Coulter
 - "*Principles of Management*" – Harold Koontz & Heinz Weihrich
 - "*Organizational Behavior*" – Stephen P. Robbins, Timothy Judge
- Team Behavior & Group Dynamics
 - "*The Five Dysfunctions of a Team*" – Patrick Lencioni
 - "*Teams That Work: The Seven Drivers of Team Effectiveness*" – Scott Tannenbaum & Eduardo Salas
 - "*Leading Teams: Setting the Stage for Great Performances*" – J. Richard Hackman
- Communication & Personal Effectiveness
 - "*Crucial Conversations: Tools for Talking When Stakes Are High*" – Kerry Patterson, Joseph Grenny, Ron McMillan, Al Switzler
 - "*HBR Guide to Better Business Writing*" – Bryan A. Garner
 - "*The Pyramid Principle: Logic in Writing and Thinking*" – Barbara Minto
- Workplace Diversity & Inclusion
 - "*The Diversity Bonus: How Great Teams Pay Off in the Knowledge Economy*" – Scott E. Page
 - "*Managing Diversity: Toward a Globally Inclusive Workplace*" – Michalle E. Mor Barak
 - "*The Loudest Duck: Moving Beyond Diversity While Embracing Differences to Achieve Success at Work*" – Laura A. Liswood
- Case Studies & Business Strategy
 - "*Case in Point: Complete Case Interview Preparation*" – Marc Cosentino
 - "*Good to Great: Why Some Companies Make the Leap... and Others Don't*" – Jim Collins
 - "*Blue Ocean Strategy*" – W. Chan Kim & Renée Mauborgne

Program Specialization Courses- Finance Sem II

PSC1 - Financial management and institutions	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	UNDERSTAND the need and aspects of financial management
CO2	UNDERSTANDING	Describe the various financial tools and techniques available to an individual and to corporates
CO3	APPLYING	IDENTIFY various research-based issues to solve the same using financial management techniques
CO4	ANALYSING	DETERMINE the ways of financial management techniques to be established for various corporate situations
CO5	EVALUATING	EXPLAIN various financial management based methods available strategic decision
CO6	CREATING	CREATE a thought process for appropriate selection of option among alternatives

Unit & Topics**Hours****Unit 1: Introduction to Financial Management**

6

Need for Financial Management

Role of CFO and Financial Manager

Profit and Wealth Maximization Process

Unit 2: Financial Markets and Institutions

6

Capital and Money Market Instruments

IPO, Commercial Paper, Certificate of Deposit

Bonds, Debentures, External Commercial Borrowings

Institutions: NABARD, IDFC, RBI, EXIM Bank

Unit 3: Time Value of Money

6

Estimation of Current Cash Flow & Future Cash Flow

Unit & Topics	Hours
Single Investment & Multiple Investment Calculations Present Value (PV) & Future Value (FV) Calculations	
Unit 4: Capital Budgeting	6
Methods of Selection for Capital Expenditure Net Present Value (NPV) Internal Rate of Return (IRR) Payback Period Profitability Index	
Unit 5: Ratios for Financial Analysis	6
Testing Ratios for Assessing Financial Health & Performance Liquidity Ratios: Current Ratio, Quick Ratio Solvency Ratios: Debt-Equity Ratio Efficiency Ratios: Turnover Ratios Profitability Ratios	

Textbooks: :

1. Financial Management: Theory & Practice by Prasanna Chandra

Reference Books

1. Financial Management: Text, Problems and Cases-MY KHAN &PK JAIN
2. Financial Management for Decision Makers 9th edition by Peter Atrill

PSC2 : Security Analysis and Portfolio Management	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBERING	Describe the basic concepts related to Security Analysis
CO2	UNDERSTANDING	Compare various Financial Securities and their risk profiles.
CO3	APPLYING	Apply concepts of SAPM in Risk Return Matrix
CO4	ANALYSING	Analyze Securities of various forms
CO5	EVALUATING	Conclude the use of concepts in SAPM for Equity research and Valuation.
CO6	CREATING	Construct a model Portfolio for a particular risk profile.

Unit & Topics**Hours****Unit 1: Securities and Security Markets****4**

Meaning of Investment

Speculation and Gambling

Types of Securities

Risk and Return – Meaning and Definition of Return

Types of Risk

Beta – Meaning, Computation, and Interpretation

Unit 2: Security Analysis**8**

Factors Affecting Equity and Bond Markets

Fundamental Analysis – Introduction to Economic, Company, and Industry Analysis

Forecasting Earnings, Efficient Market Hypothesis

Technical Analysis – Meaning, Assumptions, and Challenges

Random Walk Theory

Charting Tools, Demand and Supply Zones, Moving Averages

Market Indicators, Dow Theory, Elliot Wave Theory

Chart Patterns, Candlestick Patterns

Market Indices

Unit & Topics	Hours
Financial Derivatives – Meaning, Definition, Futures and Options Role in Portfolio Management	
Unit 3: Security Research and Valuation	8
Bond Fundamentals – Types of Bonds, Bond Prices and Yields, Bond Returns Analysis and Valuation of Bonds – Determinants of Interest Rates Term Structure Interest Rate Theories Capital Asset Pricing Model (CAPM) – Overview, Assumptions, and Capital Market Theory Security Market Line and Capital Market Line Equity Research and Valuation – Sources of Financial Information Industry Analysis, Company Analysis Valuation of Equity Shares	
Unit 4: Portfolio Management	8
Portfolio Theory – Construction and Analysis, Portfolio Optimization, Portfolio Performance Measurement Efficient Market Hypothesis Markowitz Model CAPM Theory – Assumptions, CAPM Model, Capital Market Line (CML) Arbitrage Pricing Theory (APT) – Assumptions, APT Model, AP Equation Factors Affecting Return – APT and CAPM	

Textbooks:

- Prasanna Chandra: Security Analysis and Portfolio Management
- Donald E Fischer, Roland J Jordan: Security Analysis and Portfolio Management.

Reference Books:

- Steven Achelis: Technical Analysis.
- John Murphy: Technical Analysis of Financial Markets.
- V. A. Avadhani, Investment and Securities Market in India,
- John C Hull, Introduction to Futures and Options

PSC3 : Corporate Finance	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBERING	Describe the basic concepts related to Corporate Finance
CO2	UNDERSTANDING	Compare various sources of capital required and impact on Cost of Capital.
CO3	APPLYING	Apply concepts of Corporate Finance in Managing and Utilization of Funds
CO4	ANALYSING	Analyze the sources of capital and workout the cost of capital
CO5	EVALUATING	Conclude the concepts of Corporate Finance in various business decision making.
CO6	CREATING	Construct a realistic financial forecasting model.

Unit & Topics**Hours****Unit 1: Corporate Finance****7**

Definition and Scope of Corporate Finance
 Importance of Cash Flows
 The Goal of Corporate Finance
 The Agency Problem and Control of the Corporation

Unit 2: Cost of Capital**8**

Definition and Importance of Cost of Capital
 Estimating the Cost of Equity Capital using CAPM
 Estimation of Beta and Its Determinants
 Cost of Capital for Divisions, Projects, and Fixed Income Securities
 The Weighted Average Cost of Capital (WACC)
 Relationship between Risk and Expected Return (CAPM)
 Return and Risk for Portfolio

Unit 3: Capital Structure and Dividends**8**

Capital Structure:

Unit & Topics	Hours
Financing Decisions and Impact on Value Efficient Capital Markets and Types of Efficiency Financial Leverage and Firm Value MM Approach, Pecking-Order Theory Dividend Policy: Dividend Payouts Theories on Irrelevance and Relevance of Dividend Policy The Clientele Effect	
Unit 4: Managing and Utilization of Funds	7
Current Asset Management: Cash Management Credit and Inventory Management Short-Term Financing Financial Forecasting: Incremental Cash Flows Discounted Cash Flow Analysis Dividend Discount Model	

Textbooks:

- Khan, M.Y & Jain, P.K.: Financial Management; Tata McGraw Hill, New Delhi
- Chandra, Prasanna: Financial Management; Tata McGraw Hill, New Delhi
- Rustagi R.P; Advanced Financial Management Theory, Concepts and Problems, Taxmann Publication Pvt. Ltd.

Reference Books:

- Kishore Ravi, M: Financial Management; Taxmann Publications.
- Ross, Westerfield, Kakani: Corporate Finance; Mc Graw Hill Publications.

PSC4 :Micro Finance and Social Banking	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBERING	Explain the fundamental concepts, historical background, and evolution of microfinance, emphasizing its role in poverty alleviation and economic development..
CO2	UNDERSTANDING	Differentiate between various microfinance models, products, and services, evaluating their effectiveness in diverse contexts.
CO3	APPLYING	Critically analyze the formation, organization, and operational mechanisms of Self-Help Groups (SHGs) through case studies, and assess their linkage programs with formal financial institutions. Apply the principles and practices of the models to design and implement microfinance initiatives
CO4	ANALYSING	Explore the symbiotic relationship between microfinance and entrepreneurship, assessing its impact on entrepreneurial development and economic growth.
CO5	EVALUATING	Evaluate innovative delivery methodologies in microfinance, including the integration of technology, and predict emerging trends and future directions in the field.
CO6	CREATING	Design innovative MFI models that combine commercial viability with social impact to maximize financial inclusion. Generate new case studies highlighting successful approaches and lessons learned from government welfare schemes for financial and social inclusion.

Unit & Topics**Hours****Unit 1: Introduction to Microfinance**

4

Meaning, Role, and Importance of Microfinance

Difference between Conventional Finance and Microfinance

Principles of Microfinance

Unit & Topics	Hours
Revenue Models of Microfinance Microfinance as a Development Tool Challenges of Microfinancing	
Unit 2: Microfinance Inclusion and Self-Help Group (SHG) Approach	8
Financial Inclusion: Nature and Basic Concept Scope and Challenges of Financial Inclusion Financial Institutions & Inclusion: Role of RBI, NABARD, RRBs, Commercial Banks, Cooperative Banks, MFIs Self-Help Groups (SHGs) – Concept & Objectives Group-Dynamics in Growth of SHGs and JLGs Issues in SHG Functionality & Operating Process Risk Management in Microfinance Pricing of Micro-Loans: Issues and Challenges Strategic Issues in Microfinance Policy Initiatives: Priority Sector Lending, Lead Bank Scheme (LBS), Service Area Approach (SAA)	
Unit 3: Microfinance Models, Products, and Services	6
Different Types of Microfinance Models: NABARD Model, SIDBI Model, SGSY Model, Grameen Banking Model, NMDFC Model, Associations Model, Community Banking Model Microcredit Products and Their Effectiveness Problems of Microfinance Products in India Client-Level Studies to Design Microfinance Products Microfinance Services: Microcredit, Microsavings, and Microinsurance	
Unit 4: Microfinance in the Indian Context	6
Evolution and Character of Microfinance in India Emerging Issues in Microfinance Gender Issues in Microfinance Role of Technology in Microfinance Microcredit as Priority Sector Advance Impact of Microfinance on Empowerment of Women Government's Role & Upcoming Models/Products in Microfinance Innovation in Indian Microfinance Future of Microfinance in India Motive Behind Converting Microfinance Institutions into Banks (e.g., Bandhan Bank)	
Unit 5: Microfinance and Social Banking	6

Unit & Topics

Hours

Nature and Concept: Association Between Microfinance and Social Banking

Issues in Social Banking: Disparities in Various Areas

Role of Stakeholders: NGOs, ICS, Government

Government Welfare Schemes for Financial and Social Inclusion

- MUDRA Yojana

- PMJDY (Pradhan Mantri Jan Dhan Yojana)

- Deendayal Antyodaya Yojana

- Pradhan Mantri Garib Kalyan Yojana (PMGKY)

Case Studies on Social Banking Initiatives

Microinsurance in India: Issues and Challenges

A) Textbooks:

1) Balkenhol, B. (Ed.). (2007). Microfinance and public policy. New York: Palgrave.

2) Ghate, P. (2007). Indian microfinance. New Delhi: Sage.

3) Gupta, P. (2011). Studies in economics of microfinance (1st ed.). New Delhi: Cyber Tech Publications.

4) Indian Institute of Banking & Finance. (2009). Microfinance perspective and operations: For diploma examination for microfinance professionals (MFP). New York & New Delhi: Oxford University Press.

5) Kamdar, S. (Ed.). (2007). Microfinance, self-employment and poverty alleviation (1st e. Mumbai: Himalaya Publishing House.

6) Karmakar, K. G. (Ed.). (2003). Microfinance in India. New Delhi: Sage Publications

7) Srinivasan, N. (2009). Microfinance India. New Delhi: Sage.

8) Vijayakumar, A. (Ed.). (2009). Banking, micro finance and self-help groups (SHGs) in India. New Delhi: New Century Publications.

B) Reference Books:

1) Christabell, P. J. (2009). Women empowerment through capacity building: The role of microfinance. New Delhi: Concept Publishing Company Pvt. Ltd.

2). Kaushik, S. K., & Rangarajan, V. (Eds.). (2010). Microfinance and women's empowerment. New Delhi: Serials Publications.

3) Ledgerwood, J. (1990). Microfinance handbook. Washington, DC: World Bank.

C) Web Sources

1) <http://iibf.org.in/>

2. www.thebalance.com

Program Specialization Courses- Marketing Sem II

PSC-1: Consumer Behavior	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Define key concepts of consumer behavior, including the roles of consumers, customers, buyers, and users.
CO2	UNDERSTANDING	Explain fundamental concepts associated with consumer and organizational buying behavior.
CO3	APPLYING	Apply consumer behavior concepts to real world strategic marketing management decision making.
CO4	ANALYSING	Analyse the dynamics of human behavior and the basic factors that influence the consumer's decision process.
CO5	EVALUATING	Explain the consumer and organizational buying behavior process for a variety of products (goods/services).
CO6	CREATING	Discuss the use of the Internet, e-commerce & information technology with respect to the changing consumer marketplace and elaborate on the various aspects of the changing Indian Consumer.

Unit & Topics**Hours****Unit 1: Introduction to Consumer Behavior****6**

Definition, Consumer and Customers, Buyers and Users

Organizations as Buyers

Use of Market Segmentation in Consumer Behavior

Dimensions of Consumerism

Changing Patterns of Consumer Behavior in the Indian Economy

The Internet, E-commerce, and IT's Impact on Consumer Marketplace

Consumer Behavior and Its Applications in Marketing

Unit 2: Individual Determinants of Consumer Behavior**6**

Consumer Personality – Self-concept, Personality Theories, Brand Personality, Emotions

Unit & Topics	Hours
Consumer Perception – Sensation, Perceptual Selection & Organization, Price Perceptions, Quality Perception, Risk Perception Consumer Learning, Memory, and Involvement – Learning Theories, Memory Systems, Involvement, Brand Loyalty, Cognitive Models Consumer Attitudes – Attitude Models, Attitude-Behavior Relationship, Changing Attitudes Consumer Motivation – Needs and Goals, Motivation Theories (Maslow's Hierarchy), Conflict and Defense Mechanisms	
Unit 3: Environmental Influences on Consumer Behavior	6
Cultural Influences – Culture, Subcultures, Indian Cultural Impact, Cross-Cultural Influences Social Class & Group Influences – Social Class, Status Symbols, Lifestyle Classification (AIO, VALS) Reference Groups & Family Influence – Reference Groups, Family Decision-Making, Word-of-Mouth & Opinion Leadership Indian Consumer Segments – SEC Classification, BoP Consumers, Gen Z & HNI Consumers Diffusion of Innovation – Innovation Types, Diffusion Process, Adoption Process	
Unit 4: Consumer Decision-Making Process	6
Problem Recognition – Types of Consumer Decisions, Problem Recognition Process Search & Evaluation – Information Sources, Marketing Implications, Situational Variables Purchasing Process – Shopping Behavior, Store & Non-Store Purchasing Patterns Post-Purchase Behavior – Satisfaction, Dissatisfaction, Consumer Complaints, Dissonance Consumer Decision Models – Nicosia Model, Howard-Sheth Model, Engel-Blackwell-Miniard Model	
Unit 5: Organizational Buying Behavior	6
Introduction to Organizational Buying Behavior Organizational Buyer Characteristics Purchase and Demand Patterns Factors Influencing Organizational Buying Behavior Organizational Buyer Decision Process Organizational Buying Roles	
This format ensures clarity, s	

Textbooks:

1. Consumer Behavior, David L. Loudon & Albert J. Della Bitta, Tata McGraw Hill, 4th Edition
2. Consumer Behavior, Hawkins, Mothersbaugh, Tata McGraw Hill

3. Consumer Behavior, Batra, Kazmi, Excel Books
4. Consumer Behavior, Leon Schiffman, Leslie Kanuk, S. Ramesh Kumar, Pearson, 10th Edition

Reference Books:

1. Research Papers and Journals:
2. Journal of Consumer Research
3. Journal of Marketing
4. Journal of Consumer Psychology
5. Additional Materials:
6. Case studies from Harvard Business Review (HBR).
7. Reports on Indian consumer trends from organizations like Nielsen, Kantar, or McKinsey.

PSC2: Market Research	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Understand and explain the importance of market research.
CO2	UNDERSTANDING	Learn and analyze various aspects in research design.
CO3	APPLYING	Compare and Discuss different sampling designs and evaluate their processes. Apply different concepts and techniques in field market research surveys.
CO4	ANALYSING	Understand and explain different characteristics of a good measurement, scaling and sampling methodology.
CO5	EVALUATING	Comprehend and analyze hypothesis testing and data presentation.
CO6	CREATING	Develop their own market research proposal and study the same analytically. Design their own research report and understand its practical significance.

Unit & Topics**Hours****Unit 1: Introduction to Market Research**

6

Meaning and Scope of Market Research

Limitations of Market Research

Factors Affecting Market Research

Market Research Process

Market Research in Marketing using 4 Ps of Decision-Making

International Market Research

Market Research in Social Media

Market Research and Ethics

Use of Information Technology in Market Research

Unit 2: Marketing Research Design

6

Unit & Topics	Hours
The Nature of Research Problems in Market Research How to Develop an Approach to a Research Problem? Cases and Examples on Market Research Problems Research Design in a Marketing Context Types of Research Design: Exploratory, Descriptive, Causal Market Research Proposal	
Unit 3: Sampling and Data Collection	6
Sampling Process in Market Research Classification of Sampling Techniques Probability and Non-Probability Sampling Techniques Sample Size Determination Non-Response Issues in Sampling Internet Sampling	
Unit 4: Measurement and Scaling	6
Measurement in Market Research Measurement Scales: Likert, Semantic Differential, Guttman, Interval, Q-Sort Characteristics of a Good Measurement Validity & Reliability of Measurement Nature of Attitude Scales: Rating Scale, Ranking Scale Questionnaire Design Editing, Coding, and Tabulation of Data	
Unit 5: Data Collection, Presentation, and Analysis	6
Data Collection Process Questionnaire Design Primary and Secondary Data Data Collection Methods Data Analysis and Hypothesis Testing Factor and Cluster Analysis	
Application of Market Research:	
Product Research Motivation Research Advertising Research Sales Control Research Rural Marketing Research Export Marketing Research	

A) Textbook:

- 1) Beri, G.C. (2018) Marketing Research, Mc Graw Hill, 4th edition.
- 2) David, A. Aaker, V. Kumar, Georges (2009) Marketing Research, Wiley India Pvt Ltd, 9th edition.
- 3) David J Luck, Ronald S Rubin (2006) Marketing Research, PHI, 9th edition.
- 4) Donald R Cooper, Pamela S Schindler (2005) Marketing Research: Concepts and Cases, Mc Graw Hill.
- 5) Donald S. Tull, Del I. Hawkins (2009) Marketing Research: Measurement & Method, PHI Private Limited.
- 6) Malhotra Naresh Satyabhushan Dash (2019) Marketing Research, Pearson, 7th Edition.

B) Reference Books:

- 1) S.C. Gupta (2007) Marketing Research, Excel Books India

C) Web Sources

- C.1) WARC
- C.2) Mintel
- C.3) Forrester
- C.4) Entrepreneur
- C.5) Research Gate

PSC3-: Sales & Distribution Management	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
Course Outcomes:	External Assessment: 50 Marks

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	DESCRIBE the theoretical concepts related to Sales Management and Distribution Management Domain
CO2	UNDERSTANDING	UNDERSTAND the concepts, techniques and approaches required for effective decision making in the areas of Sales and Distribution.
CO3	APPLYING	APPLY the concepts related to sales and distribution management.
CO4	ANALYSING	ANALYZE the real-life scenarios of sales and distribution management.
CO5	EVALUATING	EVALUATE the existing sales and distribution strategies and approaches
CO6	CREATING	DEVELOP generate and evaluate sales and distribution strategies

Unit & Topics**Hours****Unit 1: Overview of Sales Management**

6

Meaning, Evolution, Nature, and Importance of Sales Management

Strategic Role of Sales Management

Objectives and Functions of Sales Management

Emerging Trends in Sales Management

Careers in Sales Management & Skills Required for Sales Managers

Impact of Technology on Sales

ERP, Social Platforms, Introduction of Sales Force Automation (SFA)

Mobile Technology in Sales

Unit 2: Organizing the Sales Force

6

Sales Organization – Meaning, Objectives, and Structures

Recruitment, Selection, and Training of the Sales Force

Motivation, Compensation, and Evaluation of the Sales Force

Duties and Responsibilities of Sales Managers

Unit & Topics	Hours
Personal Selling – Objectives and Process Relationship Selling – Primary & Secondary Selling	
Unit 3: Sales Planning and Control	6
Sales Planning – Sales Forecasting & Budgeting Sales Quotas and Targets Sales Control: Reporting Formats for Primary & Secondary Sales Monthly Sales Plan, Territory Sales, and Coverage Plan Daily Sales Call Report, Expired Goods and Breakage Return Report Fortnightly Sales Review Report, Order Booking Report Monthly & Quarterly Sales Report Sales Audit: Sales Force Productivity Indicators (Value & Volume) Territory Productivity, Per Person per Month Productivity Sales to Marketing Expenses Ratio	
Unit 4: Distribution Management	6
Introduction to Distribution Management Need and Scope of Distribution Channels Marketing Channels Strategy Levels of Channels & Designing Channels Selection and Recruitment of Channel Partners Channel Conflicts & Resolution Techniques Channel Management Decisions & Policies Channel Information System: Meaning, Purpose, and Elements Developing a Channel Information System Franchising: Importance of Franchisee in Channel Decision Advantages and Process of Appointment of Franchisees Franchiser-Franchisee Relationship ROI Calculation at Dealer Level	
Unit 5: Wholesaling, Retailing & Logistics Management	6
Wholesaling: Meaning, Functions, and Classification of Wholesalers Major Wholesaling Activities and Decisions Retailing: Meaning, Types of Retailers and Retail Formats Retail Strategies E-Tailing – Structure, Developments, Advantages & Disadvantages Logistics Management:	

Unit & Topics	Hours
Concept & Scope of Logistics	
Warehousing, Transportation, and Inventory Management Decisions	
EOQ, ROP, JIT, and Online Inventory Management	
Supply Chain Management (SCM):	
Concept, Scope, and Components of SCM	

Suggested Text Books:

1. Sales and Distribution Management by Havaladar& Cavale, TMGH
2. Sales Management by Still, Cundiff & Govani, Sandeep Puri Pearson Education
3. Sales and Distribution Management by SL Gupta, Excel books
4. Retail Marketing by Swapna Pradhan TMGH
5. Retailing Management by Michael Levy & Barton Weitz, TMGH

Suggested Reference Books:

1. Sales and Distribution Management- Tapan K Panda, Sunil Sahadev, Oxford Higher education.
2. Sales and Distribution Management – A Nag, McGraw Hill Publication
3. Management of Sales Force-Rosann Spiro, William Stanton, Gregory Rich; TMGH
4. Retail Management by Gibson Vedamani , Jaico Books
5. Retail Management by Bajaj, Tuli , Shrivastava, Oxford Online data

source:

<https://bookboon.com/en/search?query=sales+management>

Suggested on line Courses

1. Sales and Distribution Management By Prof. Sangeeta Sahney IIT Kharagpur
2. Sales Training: Practical Sales Techniques-UdemyRecommendedText Books:

PSC4: Digital Marketing	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Describe various digital Marketing Concepts in-line with business scenario
CO2	UNDERSTANDING	Discuss various techniques of search engine marketing
CO3	APPLYING	Explain various techniques to be identified for social media marketing
CO4	ANALYSING	Differentiate between web analytics techniques in given scenarios
CO5	EVALUATING	Justify selection of tools and techniques for digital marketing
CO6	CREATING	Plan for web analytics measure to be assessed

Unit & Topics**Hours****Unit 1: Digital Marketing Planning and Structure**

8

Inbound vs. Outbound Marketing

Content Marketing

Understanding Traffic & Leads

Strategic Flow for Marketing Activities

WWW & Domains

Buying a Domain, Website Language & Technology

Core Objective of Website and Flow

One Page Website

Strategic Design of Home Page, Products & Services Page, Pricing Page

Portfolio, Gallery, and Contact Us Page

Call to Action (Real Engagement Happens)

Unit & Topics	Hours
Designing Other Pages SEO Overview & Google Analytics Tracking Code Website Auditing & Designing Wordpress Website	
Unit 2: Search Engine Marketing & Optimization	8
Search Engine Marketing (SEM) Search Engine Optimization (SEO) – Concept & Process SEM Tools – Pay-Per-Click Marketing Google Adwords, Google Trends, Google Adsense, Google Analytics Digital Banners & Displays Affiliate Marketing & Influencer Marketing Email Marketing – Concept & Process Mobile Marketing – Concept & Process	
Unit 3: Social Media Marketing & Trends	8
Understanding Social Media Social Media Marketing – Concept & Process Social Media Marketing Techniques & Platforms on Web and Mobile Social Media Marketing on Facebook, YouTube, Instagram, LinkedIn S-Commerce Trends Digital Marketing Trends – AI, Voice Search, Virtual Reality, Hyper-Personalization	
Unit 4: Web Analytics Overview	8
Introduction to Web Analytics & Web Analytics 2.0 Elements of Web Analytics 2.0 – Clickstream, Multiple Outcomes, Testing Voice of Customer & Competitive Intelligence Choosing the Right Web Analytics Tool Critical Web Metrics – Visits, Time on Page/Site, Bounce & Exit Rates, Conversion Rates Attributes of Great Metrics Web Metrics Lifecycle Process	
Unit 5: Web Analytics - Measuring Success	8
Actionable Outcome KPIs Task Completion Rate, Share of Search Visitor Loyalty & Recency, RSS/Feed Subscribers % of Valuable Exits, Cart & Checkout Abandonment Days & Visits to Purchase, Average Order Value Identify the Convertible	

Unit & Topics

Hours

Measuring Macro and Micro Conversions
Building the Action Dashboard & Consolidated Dashboard
Rules for High-Impact Dashboards

Reference Books:

1. Dave Chaffey, Fiona Ellis-Chadwick, Kevin Johnston, Richard Mayer, (2018), *Internet Marketing*, Pearson Education
2. Seema Gupta, (2020), *Digital Marketing*, McGraw Hill Publications, Second Edition.
3. Vandan Ahuja, (2015), *Digital Marketing*, Oxford University Press, Second Edition
4. Punit Bhatia, (2016), *Fundamentals of Digital Marketing*, Pearson Publications, Second Edition
5. Dave Chaffey, PR Smith, (2017), *Digital Marketing Excellence – Planning, Optimizing, Integrating Online Marketing*, Routledge (Taylor and Francis Group), Fifth Edition
6. Avinash Kaushik, (2009), *Web Analytics 2.0: The Art of Online Accountability and Science of Customer Centricity* (Sybex) 1st Edition
7. [Brent Dykes](#) (2011) *Web Analytics Action Hero: Using Analysis to Gain Insight and Optimize Your Business*, (Adobe)
8. Jason BurbyAct, (2007), *Actionable Web Analytics: Using Data to Make Smart Business Decisions* (Paperback), (Sybex)

Program Specialization Courses- Human Resource Management Sem II

PSC1 : Employment Related Laws	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Recall the historical evolution of employment laws in India, key labor welfare provisions under the Constitution, and the rationale behind the unification of labor laws.
CO2	UNDERSTANDING	Explain the scope and applicability of the Code on Wages, 2019, Code on Occupational Safety, Health and Working Conditions, 2020, and the Code on Social Security, 2020, including their impact on employees and employers.
CO3	APPLYING	Apply legal provisions related to minimum wages, workplace safety, social security benefits, child labor regulations, and prevention of sexual harassment in real-world employment scenarios.
CO4	ANALYSING	Examine workplace policies such as remote work, diversity and inclusion, wage structures, and social security schemes to assess their compliance with employment laws.
CO5	EVALUATING	Critically evaluate case studies on employment law disputes, identifying legal violations, employer responsibilities, and the effectiveness of redressal mechanisms.

Unit & Topics**Hours****Unit 1: Introduction to Employment Law**

4

Historical Context: Evolution of Employment Laws in India

Need for Reform: Rationale Behind the Unification of Labor Laws

Labor Welfare Provisions Under the Constitution of India

Overview of Industrial Relations Code, 2020

Unit 2: The Code on Wages, 2019

5

Scope and Applicability

Definition of Wages and Wage Structure

Minimum Wages and Fair Wage Policies

Unit & Topics	Hours
Payment of Wages and Permissible Deductions Equal Remuneration and Gender Equality Provisions	
Unit 3: The Code on Occupational Safety, Health, and Working Conditions, 2020	5
Duties of Employers and Rights of Employees Workplace Safety and Compliance Requirements Working Hours, Leave Policies, and Overtime Regulations Health and Welfare Measures for Workers	
Unit 4: The Code on Social Security, 2020	6
Social Security Schemes: Provident Fund, Gratuity, Maternity Benefits, etc. Employees' State Insurance (ESI) and Its Applicability Gig and Platform Workers: New Provisions for Unorganized Sector Employees	
Unit 5: The Child Labour (Prohibition and Regulation) Act, 1986	2
Prohibition of Employment of Children Below 14 Years Regulation of Adolescent Employment (14–18 Years) Legal Consequences and Penalties for Non-Compliance	
Unit 6: The Sexual Harassment of Women at Workplace (Prevention, Prohibition, and Redressal) Act, 2013	4
Definition and Forms of Sexual Harassment Employer Responsibilities in Ensuring a Safe Workplace Constitution and Role of the Internal Complaints Committee (ICC) Complaint Filing and Redressal Mechanisms Legal Consequences for Non-Compliance	
Unit 7: Contemporary Issues and Case Studies in Employment Law	4
Work-from-Home and Remote Work Policies Workplace Diversity, Equity, and Inclusion Laws Case Studies on Recent Legal Disputes in Employment Law	

Textbooks:

1. P.L. Malik : Industrial Law; Eastern Book Company
2. N.D. Kapoor : Handbook of Industrial Law; Sultan Chand & Sons

Reference Books:

1. S.S. Gulshan & : Economic, Labour and Industrial Laws; Sultan Chand & Sons, 23,
2. P. L. Malik : Labour and Industrial Laws (Pocket Edition); Eastern Book Company,
3. H.L. Kumar : Labour Laws; Universal Laws Publishing Co. Pvt. Ltd.,

PSC2:- Learning and Development	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO #	COGNITIVE ABILITIES	Course Outcome
1	REMEMBERING	Know the key terms, upcoming trends in the T& D
2	UNDERSTANDING	To understand of the basic concepts functions and processes of human resource management
3	APPLYING	Application of the models learned, contemporary practices in real business world.
4	ANALYSING	Analyzing & constructive strategies for existing and new challenges in T & D
5	EVALUATING	Evaluate the processes of T& D
6	CREATING	Creating & implementing best practices Of Learning & Development

Unit & Topics**Hours****Unit 1: Learning & Introduction to Training**

6

A) Learning

Nature of Learning

Influence of Learning on Employee Behavior

Learning Process

Learning and HRD

Learning Styles, Elements, and Profile

Types of Learning

Adult Learning

Implementing Learning/HRD Needs

B) Introduction to Training

Definition, Concept, Meaning, and Nature of Training

Need for Training and Development

Types of Training

Effective Learning and Training

Unit 2: Process of Training

6

Identification of Job Competencies

Training Need Analysis (TNA) and Assessment

Unit & Topics	Hours
Training for Performance Steps in Training Role and Responsibilities of HRD & Training Specialists	
Unit 3: Designing and Implementation of Training Plan	6
Objectives of Designing a Training Plan Budgeting for Training Trainer and Trainee Identification Designing Module Designing & Conducting Specific Training and Development Programs Methods of Training: On-the-Job Training Competency-Based Training Online Training, E-Learning, Multimedia Training Management Development Programs New Employee Training	
Unit 4: Evaluation of Training Program	6
Introduction to Training Evaluation Concept & Principles of Evaluation Evaluating Training and Results Models of Training Evaluation: Kirkpatrick Model of Evaluation CIRO Model of Training Evaluation Return on Training (ROT) Cost-Benefit Analysis of Training	
Unit 5: Management Development	6
Training and Coaching Mentoring Training Practices Train the Trainer Programs Training for Diversity Impact of Training on HRD	
Unit 6: Creating & Designing Training Programs	2
Designing a Training Program for Various Employee Categories Training in Different Organizational Contexts	
Suggested Text Books:	
1. Employee Training & Development, Raymond Noe 2. Training and Development, S K Bhatia Page 103 of 274 3. The ASTD Training and Development Handbook: A Guide to Human Resource Development, Robert Craig, McGraw-Hill. 4. Creative Training Techniques Handbook, Robert W. Pike, CSP	

PSC3 : - Talent Acquisition	SEMESTER II
Credits:2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO	Cognitive Abilities	Course Outcomes
CO1	Demonstrate	Explain talent acquisition concepts importance of talent acquisition in modern organizations
CO2	Analyze	Analyze the evolution and trends in recruitment strategies
CO3	Apply	Utilize various sourcing methods for talent acquisition.
CO4	Evaluating	Evaluate various screening techniques.
CO5	Creating	Develop strategies to attract top talent.

Unit & Topics**Hours****Unit 1: Introduction to Talent Acquisition**

6

Definition and Scope

Importance of Talent Acquisition in an Organization

Fundamentals of Talent Acquisition and Its Strategic Importance

Key Roles and Responsibilities of a Talent Acquisition Professional

Unit 2: Recruitment Planning and Strategy

6

Job Analysis and Job Descriptions

Workforce Planning and Forecasting

Recruitment Budget Planning

Aligning Recruitment Strategy with Organizational Goals

Sourcing Channels and Methods

Unit 3: Talent Acquisition Process, Technology & Innovation

6

Recruitment Methods

Onboarding – Designing and Implementing a Talent Acquisition Process

Applicant Tracking Systems (ATS)

Artificial Intelligence and Automation in Recruitment

Data Analytics in Talent Acquisition

Unit & Topics	Hours
Social Media Recruiting Tools	
Unit 4: Screening and Selection	6
Resume Screening and Shortlisting Candidates	
Interviewing Techniques and Best Practices	
Behavioral and Competency-Based Interviewing	
Pre-Employment Testing and Assessment	
Legal Considerations in Selection	
Unit 5: Technology in Talent Acquisition	6
Applicant Tracking Systems (ATS)	
AI and Automation in Recruitment	
Data Analytics in Hiring Decisions	
Applying Modern Tools and Technologies to Enhance Recruitment Efficiency	

Recommended Textbooks and References:

1. "The Best Team Wins: Build Your Business Through Predictive Hiring" by Adam Robinson
2. "Talent Acquisition Excellence" by Dr. John Sullivan
3. "Recruiting 101: The Fundamentals of Being a Great Recruiter" by Steven Mostyn
4. "Hire With Your Head" by Lou Adler
5. "The Talent Delusion" by Tomas Chamorro-Premuzic

PSC4: - Compensation & Rewards Management	SEMESTER II
Credits:2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO #	Cognitive Abilities	Course Outcomes
CO1	Understanding	To understand the fundamental concepts and theories of compensation and reward management.
CO2	Applying	Apply job evaluation methods and performance-based compensation strategies.
CO3	Analyze	Analyse effectiveness of performance-based compensation systems.
CO4	Evaluating	Evaluate the role of reward management in employee motivation and performance.

Unit & Topics**Hours****Unit 1: Introduction to Compensation and Reward Management**

6

Definition, Objectives, and Importance of Compensation Management
 The Role of Compensation in Organizational Strategy
 Types of Compensation Systems
 External and Internal Factors Influencing Compensation
 Components of Compensation: Base Pay, Incentives, Benefits, and Non-Monetary Rewards
 Theories of Compensation: Equity Theory, Expectancy Theory, and Reinforcement Theory
 Strategic Perspectives on Compensation Management

Unit 2: Job Evaluation and Pay Structures

6

Job Analysis and Job Evaluation Methods
 Designing Pay Structures: Internal and External Equity
 Pay Grades, Pay Ranges, and Broad Banding

Unit & Topics	Hours
Compensation Benchmarking and Market Surveys Pay Compression and Pay Ranges	
Unit 3: Performance Appraisal and Compensation	6
Linking Pay to Performance: Merit Pay, Bonuses, and Incentives Types of Incentive Plans: Individual, Team, and Organization-Wide Challenges in Implementing Performance-Based Compensation Linking Compensation with Performance Metrics Designing Effective Performance Appraisal Systems Types of Performance Appraisal Methods Components of Executive Compensation: Salary, Bonuses, Stock Options, and Perks Trends in Executive Compensation	
Unit 4: Employee Benefits and Services	6
Types of Employee Benefits: Mandatory and Voluntary Designing Benefits Programs: Health, Retirement, and Work-Life Balance Flexible Benefits and Cafeteria Plans Cost Management of Employee Benefits Employee Stock Ownership Plans (ESOPs) Designing Incentive Plans: Short-Term vs. Long-Term Incentives	
Unit 5: Emerging Trends in Compensation and Reward Management	6
Total Rewards Approach Role of Technology in Compensation Management Customization of Rewards for Diverse Workforce Needs Future Trends: Pay Transparency, Gig Economy, and Sustainability The Gig Economy and Its Impact on Compensation Technology and Compensation Management Challenges in Compensation in the 21st Century	

Textbooks:

- Milkovich, G. T., Newman, J. M., & Gerhart, B. (2020). Compensation (12th ed.). McGraw-Hill Education.
- Martocchio, J. J. (2017). Strategic Compensation: A Human Resource Management Approach (9th ed.). Pearson Education.
- Heneman, R. L., & Judge, T. A. (2019). Staffing Organizations (9th ed.). McGraw-Hill Education.

- Bamberger, P., & Meshoulam, I. (2019). Human Resource Strategy: Formulation, Implementation, and Impact. Pearson Education

References:

- Armstrong, M., & Brown, D. (2019). Armstrong's Handbook of Reward Management Practice. Kogan Page.
- WorldatWork. (2020). The WorldatWork Handbook of Compensation, Benefits & Total Rewards. Wiley.

COEP TECH-MBA

Program Specialization Courses- Operations Management Sem II

PSC-1: Logistics Management	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Define and explain logistics concepts, functions, types, and their role in business performance.
CO2	UNDERSTANDING	Describe transportation modes, distribution strategies, and freight management techniques.
CO3	APPLYING	Apply inventory management techniques and warehouse operations for effective logistics planning.
CO4	ANALYSING	Analyze global trade logistics, customs procedures, and risk management strategies.
CO5	EVALUATING	Assess the impact of green logistics and sustainability in logistics operations.
CO6	CREATING	Develop an innovative logistics strategy integrating green logistics and sustainable supply chain.

Unit & Topics**Hours****Unit 1: Introduction to Logistics Management**

6

Definition, Scope, and Importance of Logistics

Logistics vs. Supply Chain Management

Key Logistics Functions: Procurement, Warehousing, Transportation, and Distribution

Types of Logistics: Inbound, Outbound, Reverse Logistics

Role of Logistics in Business Performance

Unit 2: Transportation & Distribution Systems

6

Modes of Transport: Road, Rail, Air, Water, Pipeline

Intermodal and Multimodal Transportation

Freight Management and Cost Optimization

Distribution Network Planning

Last-Mile Delivery

Unit & Topics	Hours
Unit 3: Warehousing & Inventory Management	6
Concept, Nature, and Importance of Warehousing	
Types of Warehouses: Public, Private, Automated, Smart Warehousing	
Warehouse Operations: Layout Planning, Cross-Docking, Picking & Packing	
Inventory Control Techniques: EOQ, JIT, ABC Analysis, VMI	
Order Fulfillment Strategies & Demand Forecasting	
Reverse Logistics	
Unit 4: Global Logistics, Trade Compliance & Risk Management	6
International Trade & Logistics Challenges	
Customs Procedures and Trade Regulations	
Incoterms 2020 & Global Trade Compliance	
Supply Chain Risks & Mitigation Strategies	
Impact of Geopolitical & Economic Factors on Global Logistics	
Unit 5: Green Logistics and Sustainability in Supply Chains	6
Carbon Footprint Reduction in Logistics	
Green Logistics & Sustainable Supply Chains	
Renewable Energy in Logistics Operations	
Green Packaging & Eco-Friendly Transport	

Textbooks:

1. Bowersox, Closs, & Cooper – *Supply Chain Logistics Management*, McGraw Hill, 5th Edition, 2023. (Covers logistics fundamentals, warehousing, and transportation systems)
2. Sunil Chopra & Peter Meindl – *Supply Chain Management: Strategy, Planning, and Operation*, Pearson, 7th Edition, 2022. (Covers inventory management, distribution, and global logistics challenges)
3. Alan Rushton, Phil Croucher, & Peter Baker – *The Handbook of Logistics and Distribution Management*, Kogan Page, 6th Edition, 2017. (Covers warehouse operations, inventory strategies, and technology trends in logistics)

Reference Books:

1. David Simchi-Levi, Philip Kaminsky, & Edith Simchi-Levi – *Designing and Managing the Supply Chain*, McGraw Hill, 4th Edition, 2022. (Covers logistics optimization, sustainability, and trade regulations)
2. Pierre David – *International Logistics: The Management of International Trade Operations*, Cengage Learning, 5th Edition, 2021. (Covers global trade, customs compliance, and risk management in logistics)

3. Martin Christopher – *Logistics & Supply Chain Management: Creating Value-Adding Networks*, Pearson, 5th Edition, 2019. (Covers modern logistics challenges, green logistics, and AI in supply chains)

COEP TECH-MBA

PSC-2 Supply Chain & Operations Management	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	DEFINE the key terms associated with Supply Chain & Operations Management
CO2	UNDERSTANDING	EXPLAIN the various Processes & characteristics in Operations
CO3	APPLYING	EXPLORE resources for production and operation, production planning and learn how to utilize them
CO4	ANALYSING	ANALYSE various methods of inventory Planning & Control
CO5	EVALUATE	Evaluate the processes in Operations & Supply Chain at the Industry Level

Unit & Topics**Hours****Unit 1: Introduction to Operations and Supply Chain Management**

7

Definition, Concept, Significance, and Functions of Operations and SCM

Evolution from Manufacturing to Operations Management

Transition from Physical Distribution to Logistics to SCM

Perspectives on Physical Goods and Services

Quality Concepts: Customer's View vs. Manufacturer's View, Internal Customer

Overview of TQM and LEAN Management

Impact of Global Competition and Technological Change

Ethical and Environmental Issues in Operations and SCM

Unit 2: Operations Processes

6

Process Characteristics in Operations: Volume, Variety, and Flow

Types of Processes and Operations Systems: Continuous & Intermittent Flow Systems

Process-Product Matrix: Job Production, Batch Production, Assembly Line, and Continuous Flow

Unit & Topics	Hours
Process and Product Layout	
Service System Design Matrix: Design of Service Systems, Service Blueprinting	
Unit 3: Production Planning & Control (PPC)	8
Role and Functions of PPC	
Demand Forecasting: Planning Tool, Time Horizon, Data Sources, Forecast Accuracy	
Capacity Planning: Overview of MRP, CRP, DRP, MRP II	
Production Planning: Aggregate Production Planning, Managing Demand & Supply	
Master Production Schedule	
Production Control: Scheduling, Loading, Job Shops & Floor Shops	
Scheduling	
Gantt Charts	
Unit 4: Inventory Planning and Control	8
Continuous and Intermittent Demand Systems	
Concept and Need for Inventory	
Types of Inventory: Seasonal, Decoupling, Cyclic, Pipeline, Safety Stock	
Inventory Costs: Ordering Cost, Carrying Cost, Shortage Cost	
EOQ (Economic Order Quantity): Basic EOQ Model, EOQ with Discounts (Numericals Expected)	
Inventory Control Methods: ABC Analysis, VED, HML, FSN, GOLF, SOS	
Inventory Turn Ratios	
Fixed Order Quantity Model – Periodic Review & Reorder Point	
Unit 5: Supply Chain Management	6
Supply Chain Concept and Generalized SCM Model	
Key Issues in SCM: Collaboration, Enterprise Extension, Responsiveness, Cash-to-Cash Conversion	
Customer Service and SCM Linkages: Availability, Service Reliability, Perfect Order	
Customer Satisfaction	
Enablers of SCM: Facilities, Inventory, Transportation, Information, Sourcing, Pricing	

Text Books:

1. Operations Management Theory & Practice, B. Mahadevan, Pearson.

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

Reference Books:

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

PSC-3: Warehouse Management	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Learning Warehouse management fundamentals
CO2	UNDERSTANDING	Understand Warehouse Operations & Processes, Performance Measurement & Continuous Improvement
CO3	APPLYING	Applying Inventory & Supply Chain Integration with Warehouse management
CO4	ANALYSING	Analyze Cost Management & Optimization in warehousing
CO5	EVALUATING	Evaluate Warehouse Technology & Automation , Compliance & Risk Management

Unit & Topics**Hours****Unit 1: Understanding Warehousing Fundamentals**

3

- Define the Role and Importance of Warehousing in the Supply Chain
- Identify Different Types of Warehouses and Their Functions
- Understand Warehouse Layout and Design Principles

Unit 2: Warehouse Operations & Processes, Performance Measurement & Continuous Improvement

7

- Learn About Inbound and Outbound Logistics
- Understand Inventory Management and Stock Control Techniques
- Optimize Picking, Packing, and Shipping Processes
- Implement Safety and Security Measures in Warehouse Operations
- Use Key Performance Indicators (KPIs) for Warehouse Efficiency
- Apply Lean and Six Sigma Techniques in Warehousing
- Develop Strategies for Continuous Improvement and Innovation

Unit 3: Inventory & Supply Chain Integration

6

- Apply Demand Forecasting and Replenishment Strategies
- Manage Inventory Accuracy and Minimize Stock Discrepancies
- Understand Just-in-Time (JIT) and Lean Warehousing Concepts

Unit & Topics	Hours
Unit 4: Cost Management & Optimization	6
Identify Cost-Saving Strategies in Warehousing	
Optimize Space Utilization and Storage Efficiency	
Reduce Waste and Improve Sustainability in Warehouse Operations	
Unit 5: Warehouse Technology & Automation, Compliance & Risk Management	8
Explore the Use of Warehouse Management Systems (WMS)	
Understand Barcoding, RFID, and IoT Applications in Warehousing	
Learn About Automation, Robotics, and AI in Modern Warehousing	
Understand Legal and Regulatory Requirements in Warehousing	
Implement Health, Safety, and Environmental (HSE) Best Practices	
Learn Risk Assessment and Contingency Planning for Warehouse Operations	
Textbooks: Logistics and warehouse Management by Indian Institute of Materials Management	
Reference Books: Warehouse management notes by Faculty	

PSC-4: Material Management	Semester II
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Define and explain the fundamental concepts, scope, objectives, and functions of materials management.
CO2	UNDERSTANDING	Describe the role of materials management in business operations and its interrelation with production, marketing, and finance functions.
CO3	APPLYING	Apply demand forecasting techniques, Material Requirement Planning (MRP), and Enterprise Resource Planning (ERP) to optimize procurement and material planning.
CO4	ANALYSING	Analyze inventory control techniques, supply chain logistics, and cost optimization strategies to improve efficiency.
CO5	EVALUATING	Evaluate supply chain integration strategies, sustainability practices, and performance metrics to enhance materials management.
CO6	CREATING	Design cost-control measures, lean inventory models, and efficient logistics systems using advanced materials management techniques.

Unit & Topics**Hours****Unit 1: Fundamentals of Materials Management**

6

Definition, Scope, and Importance of Materials Management

Objectives and Functions of Materials Management

Role of Materials Management in Business Operations

Interrelation with Other Business Functions (Production, Marketing, Finance)

Unit 2: Material Planning, Forecasting, and Procurement

6

Unit & Topics	Hours
<p>Material Requirement Planning (MRP) and Its Application</p> <p>Enterprise Resource Planning (ERP) and Its Role in Materials Management</p> <p>Demand Forecasting Techniques</p> <p>Economic Order Quantity (EOQ), Safety Stock, and Reorder Levels</p> <p>Supplier Selection, Negotiation Strategies, and Vendor Evaluation</p>	
Unit 3: Inventory Management and Control	6
<p>Definition and Types of Inventories</p> <p>Inventory Costs: Holding, Ordering, and Shortage Costs</p> <p>Objectives and Functions of Inventory Management</p> <p>Inventory Control Techniques: ABC, VED, FSN, HML Analysis</p> <p>Advanced Techniques: Just-in-Time (JIT) & Lean Production, Kanban System, Pull-Based Inventory Management</p>	
Unit 4: Logistics, Supply Chain Integration, and Cost Optimization	4
<p>Inbound and Outbound Logistics</p> <p>Warehouse Management Systems and Storage Optimization</p> <p>Transportation & Distribution Strategies</p> <p>Reverse Logistics and Sustainable Supply Chain Practices</p> <p>Carbon Footprint Reduction in Supply Chain</p>	
Unit 5: Cost Control and Performance Metrics	4
<p>Strategies to Reduce Material Handling Costs</p> <p>Lean Management & Six Sigma in Materials Management</p> <p>Managing Supply Chain Disruptions</p> <p>Performance Measurement in Materials Management</p> <p>Key Efficiency Metrics & Benchmarking</p>	

Textbooks:

1. **J.R. Tony Arnold, Stephen N. Chapman, and Lloyd M. Clive** – *Introduction to Materials Management*, Pearson, 8th Edition, 2019.
2. **P. Gopalakrishnan and M. Sundaresan** – *Materials Management: An Integrated Approach*, Prentice Hall India, 2016.
3. **K. Datta** – *Materials Management: Procedures, Text and Cases*, PHI Learning, 2nd Edition, 2017.
4. **A. K. Chitale and R. C. Gupta** – *Materials Management: Text and Cases*, Prentice Hall, 2nd Edition, 2014.

Reference Books:

1. Dobler and Burt – *Purchasing and Supply Chain Management: Text and Cases*, Tata McGraw-Hill, 8th Edition, 2017.
2. Monczka, Handfield, Giunipero, and Patterson – *Purchasing and Supply Chain Management*, Cengage Learning, 6th Edition, 2020.
3. Benton W.C. Jr. – *Purchasing and Supply Chain Management*, McGraw-Hill, 3rd Edition, 2014.
4. Sunil Chopra and Peter Meindl – *Supply Chain Management: Strategy, Planning, and Operation*, Pearson, 6th Edition, 2018.
5. Martin Christopher – *Logistics & Supply Chain Management: Creating Value-Adding Networks*, Pearson, 5th Edition, 2016.

Online Resources:

1. APICS (Association for Supply Chain Management) – *Certified in Planning and Inventory Management (CPIM)* Learning Materials.
2. Council of Supply Chain Management Professionals (CSCMP) – *Online Research Papers and Case Studies*.
3. Harvard Business Review (HBR) – *Articles on Inventory & Logistics Management*.
4. MIT Center for Transportation & Logistics – *Supply Chain & Procurement Research Reports*.

Semester III
Program Core Courses

PCC-1 STRATEGIC MANAGEMENT	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome Students will be able to
CO1	UNDERSTAND	Understand various aspects of Strategy, Framework of Strategy Formulation, Implementation, and Appraisal.
CO2	APPLYING	integrate the aspects of strategy into functional areas and apply the tools of strategic formulation, Implementation, and control
CO3	ANALYZE	Analyze the challenges, and problems faced by the management team and the required approach for the appropriate functioning of the organization through strategic interventions.
CO4	CREATE	To develop the managerial capability to adopt a holistic view of an organization.

Unit & Topics**Hours****Unit 1: Understanding Strategy & Strategic Management**

6

Understanding Strategy & Strategic Management

Concept of Strategy – Corporate, Business, and Functional Levels
Meaning, Characteristics & Phases in Strategic Management Process
Stakeholders in Business and Their Roles in Strategic Management

Hierarchy of Strategic Intent

Meaning & Attributes of Strategic Intent
Vision and Process of Envisioning
Meaning and Difference Between Vision & Mission
Characteristics of Good Mission Statements
Business Definition using Abell's Three Dimensions

Unit & Topics	Hours
Objectives & Goals, Linking Objectives to Mission & Vision Critical Success Factors (CSF), Key Performance Indicators (KPI), Key Result Areas (KRA)	
Analyzing Company's External Environment Environmental Appraisal, Scenario Planning Environmental Threat and Opportunity Profile (ETOP) Industry Analysis – Porter's Five Forces Model	
Unit 2: Strategy Formulation	6
Analyzing Company's Internal Environment Resource-Based View of a Firm Types & Sources of Competitive Advantage VRIO Framework, Core Competence & Distinctive Competitiveness	
Value Chain Analysis Using Porter's Model	
Organizational Capability Profile Strategic Advantage Profile, Concepts of Stretch, Leverage & Fit Ways of Resource Leveraging	
Portfolio Analysis Business Portfolio Analysis – BCG Matrix, GE 9-Cell Matrix	
Generic Competitive Strategies Low Cost, Differentiation, Focus – When to Use Which Strategy	
Grand Strategies Stability, Growth (Diversification Strategies, Vertical Integration) Mergers, Acquisitions & Takeovers Strategic Alliances & Collaborative Partnerships Retrenchment – Turnaround, Divestment, Liquidation Outsourcing Strategies	
Unit 3: Strategy Implementation & Control	8
Strategic Plan Components & Implementation Challenges Barriers to Strategy Implementation Mintzberg's 5 Ps – Deliberate & Emergent Strategies McKinsey's 7S Framework	
Organization Structures for Strategy Implementation Entrepreneurial, Functional, Divisional, SBU, Matrix, Network Structures Cellular/Modular Organizations Matching Structure to Strategy Organizational Design for Stable vs. Turbulent Environments	
Corporate Culture & Learning Organizations	
Strategy Evaluation Operations Control & Strategic Control Symptoms of Malfunctioning Strategy	

Unit & Topics	Hours
Use of Balanced Scorecard for Strategy Evaluation	
Unit 4: Sustainability & Digital Transformation	8
Blue Ocean Strategy	
Difference Between Blue & Red Ocean Strategies	
Principles of Blue Ocean Strategy	
Strategy Canvas & Value Curves	
Four Action Framework	
Digital Transformation & Emerging Business Models	
Meaning & New Business Models for Internet Economy	
E-Commerce Business Models & Strategies	
Internet Strategies for Traditional Business	
Virtual Value Chain	
Sustainability & Strategic Management	
Sustainable Development Goals (SDG) & ESG Metrics	
Threats to Sustainability	
Integrating Social & Environmental Sustainability in Strategic Management	

Textbook:

1. Strategic Management, Richard Lynch, Pearson ISBN: 978-1-292-06466-6 (print).
2. 978-1-292-06468-0 (PDF) 978-0-292-06470-3 (eText).
3. Strategic Management and Business Policy by Ashar Kazmi.
4. Keneth Starkey Strategic Management- Issues and Cases.
5. Hitt, Ireland, Hoskisson, Manikutty Strategic Management- A South Indian Perspective.
6. Fred R. David Strategic Management.

Reference Books:

1. The Principles of Scientific Management, Taylor, F.W.
2. Strategy for a Networked World Ramirez, R., & Mannervik.
3. The Social License: How to Keep Your Organization Legitimate, J. Morrison.
4. Strategy Without Design: The Silent Efficacy of Indirect Action, Chia, R.C.H. & Holt, R.

PCC-2Introduction to Startups & MSMEs	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course outcome (COs):

CO#	COGNITIVE ABILITIES	Course Outcome Students will be able to
CO1	Understand	Define and explain the fundamental concepts of entrepreneurship, startups, and MSMEs, including their structures and significance.
CO2	Analyze	Examine and interpret the impact of startups and MSMEs on economic development, innovation, and employment generation.
CO3	Apply	Apply knowledge of legal, financial, and operational frameworks to assess the feasibility and regulatory requirements of establishing a startup or MSME.
CO4	Evaluate	Compare and assess various business models, funding mechanisms, and government support programs to determine the most suitable strategies for startup growth and MSME sustainability.
CO5	Create	Develop a structured business plan and investor pitch, incorporating financial projections, market analysis, and operational strategies.

Module & Topics**Hours****Module 1: Introduction to Entrepreneurship & Startups**

5

Definition & Evolution of Startups and MSMEs
 Difference Between Startups, MSMEs, and Traditional Businesses
 Role of Entrepreneurship in Economic Growth
 Global vs. Indian Startup Ecosystem
 Case Studies of Successful Startups

Module 2: Understanding MSMEs in India

5

Module & Topics	Hours
<p>Definition & Classification of MSMEs (Micro, Small, and Medium Enterprises)</p> <p>Government Policies and MSME Regulations (Udyam Registration, MSME Act)</p> <p>Role of MSMEs in Employment and GDP Growth</p> <p>Financial Assistance & Subsidies for MSMEs</p> <p>Challenges and Opportunities for MSMEs</p>	
Module 3: Business Models & Planning	5
<p>Business Model Canvas for Startups & MSMEs</p> <p>Market Research & Opportunity Identification</p> <p>Lean Startup Methodology</p> <p>Product-Market Fit & Customer Development</p> <p>Creating a Business Plan & Pitch Deck</p>	
Module 4: Financial & Funding Aspects	5
<p>Funding Lifecycle of a Startup & MSME</p> <p>Bootstrapping, Angel Investors, Venture Capital, and Crowdfunding</p> <p>Government Schemes: Mudra Loans, Startup India, Standup India, SIDBI, NABARD</p> <p>Financial Statement Basics for Startups & MSMEs</p> <p>Working Capital Management</p>	
Module 5: Legal, Compliance & Risk Management	5
<p>Business Structures: Sole Proprietorship, Partnership, LLP, Private Limited Company</p> <p>Compliance & Regulatory Framework: GST, IPR, FDI, Taxation, Labor Laws</p> <p>Contract Management & Intellectual Property Rights</p> <p>Risk Identification & Mitigation Strategies</p> <p>Legal Challenges in Business Operations</p>	
Module 6: Scaling & Exit Strategies	5
<p>Growth Strategies for Startups & MSMEs</p> <p>Digital Transformation & Technology Adoption</p> <p>Franchising & Expansion</p> <p>Mergers, Acquisitions, and Exit Strategies</p> <p>Future Trends in Startups & MSMEs</p>	

Text & Reference books

1. "MSME Growth & Policy Framework in India" – Government Publications
2. "Entrepreneurship Development" – S.S. Khanka
3. "Business Model Generation" – Alexander Osterwalder
4. "HBR Guide to Business Plan Writing" – Harvard Business Review
5. "Financial Intelligence for Entrepreneurs" – Karen Berman & Joe Knight
6. "Startup Funding & Venture Capital" – Mahendra Ramsinghani
7. "Startup Law and Fundraising" – Paul Swegle
8. "Legal Aspects of Business" – Akhileshwar Pathak
9. "Scaling Lean" – Ash Maurya
10. "The Hard Thing About Hard Things" – Ben Horowitz
11. "The Lean Startup" – Eric Ries
12. "Zero to One" – Peter Thiel

COEP TECH-MBA

PCC-3AI and Machine Learning for Business Growth	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome Students will be able to
CO1	Understand	Understand the fundamentals of Artificial Intelligence (AI) and its strategic role in business.
CO2	Apply	Identify and describe AI applications in marketing, operations, finance, and customer experience.
CO3	Analyze	Explore and utilize AI-powered tools for business intelligence, analytics, and decision-making.
CO4	Create	Develop strategies for AI adoption in organizations, addressing implementation challenges and ethical considerations.
CO5	Evaluate	Examine and critically analyze case studies of AI-driven business transformations across industries.

Module & Topics

Hours

Module 1: Introduction to AI & Business Fundamentals

5

What is AI? History and Evolution

Key AI Technologies: Machine Learning, NLP, Computer Vision

AI vs. Traditional Analytics: What's the Difference?

Ethical Considerations and Risks in AI Adoption

AI's Impact on Business and Society

Module 2: AI-Driven Business Transformation

5

AI's Role in Digital Transformation

Industry Trends: How AI is Reshaping Industries

The AI Maturity Model for Business Growth

Case Study: AI Adoption in Leading Companies

AI Strategies for Competitive Advantage

Module & Topics	Hours
Module 3: AI for Marketing and Customer Engagement	5
AI-Powered Personalization and Recommendation Engines	
Chatbots and Virtual Assistants for Customer Support	
Sentiment Analysis and Social Media Listening	
AI in Advertising and Campaign Optimization	
Case Study: AI in E-commerce and Retail	
Module 4: AI in Operations and Supply Chain	5
Process Automation with AI and RPA (Robotic Process Automation)	
Predictive Maintenance and Smart Logistics	
AI in Inventory and Demand Forecasting	
AI for Quality Control and Defect Detection	
Case Study: AI-Driven Operational Efficiency	
Module 5: AI for Financial and Strategic Decision-Making	5
AI in Financial Forecasting and Risk Management	
Fraud Detection with AI and Anomaly Detection	
AI in Investment and Algorithmic Trading	
AI for Business Strategy and Competitive Analysis	
Case Study: AI in FinTech and Banking	
Module 6: Implementing AI in Business	5
AI Readiness: Key Steps for Business Integration	
Choosing the Right AI Tools and Platforms	
Managing Change and AI Adoption in Organizations	
Overcoming AI Implementation Challenges	
AI Governance and Best Practices	
1. Business-Centric Approach – Focused on practical AI adoption in corporate environments.	
2. Latest Insights – Covers cutting-edge AI developments, ethics, and transformation models.	
3. Case Studies & Real-World Applications – Helps students analyze actual AI-driven business transformations .	

PCC-4: Innovation Management	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Define key terms in Innovation
CO2	UNDERSTANDING	Understand the fundamental concepts and principles of Innovation management
CO3	APPLYING	Application of techniques to real-world business scenarios. For innovation management
CO4	ANALYSING	Utilize tools, information and applied case studies
CO5	EVALUATING	Evaluate and select appropriate methods based on business needs.
CO6	CREATING	Develop, implement, and monitor innovation & entrepreneurial models in different business contexts.

Unit & Topics**Hours****Unit 1: Understanding Innovation**

8

Meaning of Innovation and Necessity of Innovating
 Innovation Drivers – What Drives Innovation?
 Global Factors
 Market Factors
 Demographic Factors
 Types of Innovations
 Incremental Innovation
 Radical Innovation
 Breakthrough / Disruptive Innovation
 Open Innovation – Inbound and Outbound
 Technology Transfer
 Innovator's Dilemma

Unit 2: Avenues of Innovation

8

Business Model Innovation
 Process / Configuration Innovation
 Product / Service / Performance Innovation

Unit & Topics	Hours
Customer Experience Innovation School of Innovation Structured Innovation vs. Serendipity	
Unit 3: Creative Thinking and Innovation Challenges	8
Creative Thinking Approaches Design / Human-Centric Thinking System Thinking Lateral Thinking Challenges of Innovation Individual Level Challenges Organizational Level Challenges	
Unit 4: Innovation Management & Commercialization	8
Steps of Innovation Management Collection of Ideas / Idea Management Selection of Ideas Experimenting with Ideas Business Model Creation Commercialization of Innovation	
Books and references	
1. 8 Steps To Innovation: Going From Jugaad To Excellence- Book by Rishikesh T. Krishnan and Vinay Dabholkar.	
2. Innovation and Entrepreneurship Book by Peter Drucker.	
3. HBS series on Innovation and Entrepreneurship	
4. Entrepreneurship and Innovation Toolkit	

PCC-5: Business and Commercial Laws	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Remember and understand the objectives and provisions of Competition Law, SEBI Regulations, and FEMA, and apply them to assess their relevance in regulating business activities.
CO2	UNDERSTANDING	Understand and apply the legal principles governing Negotiable Instruments, and analyze the rights, liabilities, and legal remedies available to involved parties.
CO3	APPLYING	Understand and analyze key aspects of Corporate Laws, including mergers, acquisitions, winding up, minority protection, and evaluate corporate governance practices in India and globally.
CO4	ANALYSING	Understand the significance of ADR mechanisms and apply the legal framework of Arbitration and Conciliation to resolve commercial disputes effectively.
CO5	EVALUATING	Identify, analyze, and evaluate contemporary legal challenges in business, including e-contracts, environmental laws, and workplace compliance under the POSH Act.

Unit & Topics**Hours****Unit 1: Competition Law****4**

Introduction to Competition Act, 2002

Objectives and Scope

Anti-Competitive Agreements

Unit & Topics	Hours
<ul style="list-style-type: none"> Abuse of Dominant Position Combination Regulations (Mergers & Acquisitions) Role and Powers of Competition Commission of India (CCI) Case Studies on Anti-Trust Violations 	
Unit 2: Negotiable Instruments Act, 1881	3
<ul style="list-style-type: none"> Meaning and Characteristics of Negotiable Instruments Types: Promissory Notes, Bills of Exchange, Cheques Parties to Negotiable Instruments Negotiation, Endorsement, and Dishonor Liabilities of Parties Noting, Protesting, and Legal Remedies 	
Unit 3: Securities and Exchange Board of India (SEBI) Regulations	4
<ul style="list-style-type: none"> Introduction to Securities Market SEBI Act, 1992 – Objectives and Functions Regulatory Framework for Capital Markets Insider Trading Regulations Regulation of Market Intermediaries Scams and Case Studies 	
Unit 4: Foreign Exchange Management Act (FEMA), 1999	3
<ul style="list-style-type: none"> Objectives and Scope Current and Capital Account Transactions Role of RBI under FEMA Foreign Direct Investment (FDI) Regulations, Foreign Institutional Investors (FII) External Commercial Borrowings (ECB) Penalties and Adjudication 	
Unit 5: Corporate Laws	6
<ul style="list-style-type: none"> Mergers & Acquisitions Winding Up of Company Minority Shareholders Protection Concept of Corporate Governance Corporate Governance Failures: Indian and Global Perspectives 	
Unit 6: Arbitration & Conciliation Laws	5
<ul style="list-style-type: none"> Introduction and Importance of ADR in Resolving Business Disputes Arbitration Agreement Legal Framework: Arbitration & Conciliation 	

Unit & Topics	Hours
Unit 7: Contemporary Legal Challenges in Business	5
Digital Transformation and Legal Adaptation: E-Contracts, Types of Business Agreements	
Overview of Environmental Protection Laws: Air & Water Pollution, Case Studies	
POSH (Prevention of Sexual Harassment) Act, 2013 & Workplace Compliance	

Textbooks:

1. Kuchhal, M. C. – Business Law (Vikas Publishing House)
2. Kapoor, N. D. – Elements of Mercantile Law (Sultan Chand & Sons)
3. Avtar Singh – Law of Arbitration and Conciliation (Eastern Book Company)
4. T. Ramappa – Competition Law in India: Policy, Issues, and Developments (Oxford University Press)
5. R. R. Padhye – FEMA Ready Reckoner (Taxmann)

Reference Books:

1. Avtar Singh – *Company Law* (Eastern Book Company)
2. P. K. Goel – *Business Law for Managers* (Biztantra)
3. Bulchandani, K. R. – *Business Law* (Himalaya Publishing House)
4. V. A. Avadhani – *Investment and Securities Market in India* (Himalaya Publishing House)
5. S. M. Dugar – *Commentary on the Competition Act, 2002* (LexisNexis)
6. Taxmann – *Bare Acts on Business and Corporate Laws* (Latest Edition)

PCC-6: Business Forecasting	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome Students will be able to
CO1	REMEMBERING	Define key terms in forecasting.
CO2	UNDERSTANDING	Understand the fundamental concepts and principles of business forecasting.
CO3	APPLYING	Apply various forecasting techniques to real-world business scenarios.
CO4	ANALYSING	Utilize software tools for data analysis and forecasting.
CO5	EVALUATING	Evaluate and select appropriate forecasting methods based on data characteristics and business needs.
CO6	CREATING	Develop, implement, and monitor forecasting models in different business contexts, the cross-cultural and gender dimensions of negotiation

Unit & Topics	Hours
Unit 1: Introduction to Business Forecasting	8
Introduction to Business Forecasting	
Data Collection and Preparation	
Exploratory Data Analysis	
Time Series Analysis Basics	
Unit 2: Forecasting Methods	8
Moving Average and Exponential Smoothing Methods	
ARIMA Modeling	
Causal Models and Regression Analysis	
Unit 3: Evaluating and Improving Forecasts	8
Qualitative Forecasting Methods	
Forecast Accuracy and Model Evaluation	
Software Tools for Forecasting	
Unit 4: Practical Applications and Communication	6
Case Studies and Applications	
Developing a Forecasting Strategy	
Communicating Forecast Results	

Textbooks:

1. Business Forecasting by John E. Hanke and Dean W. Wichern
2. Forecasting: Principles and Practice by Rob J. Hyndman and George Athanasopoulos
3. Applied Business Statistics: Making Better Business Decisions by Ken Black

Reference Journals:

1. International Journal of Forecasting, Elsevier
2. Journal of Business & Economic Statistics, American Statistical Association
3. Journal of Time Series Analysis, Wiley
4. Journal of Forecasting, Wiley
5. Technological Forecasting and Social Change, Elsevier

Andragogy

1. Lectures
2. Case Studies
3. Software Tools
4. Projects

Continuous Assessment

1. Assignment
2. Online Quiz
3. Project

PCC7- Internship Project	Semester III
Credits: 2	LTP: 1:0:6
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome: (Student will be able to)
CO1	APPLYING	Apply the theory concepts learned
CO2	ANALYSING	Construct relevant project allotted by the industry or write research based project report for the allotted subject
CO3	EVALUATING	Conclude observations as per industry norms
CO4	CREATING	Compile a report, write and solve organization challenges

Section	Details
Introduction	<p>Every student enrolled is required to undertake an internship assignment within assigned companies for hands-on corporate experience and for integrating the knowledge and skills acquired through the coursework.</p> <p>SIP provides an opportunity to gain exposure to industry projects. It enables interactions with professionals and other summer interns, while also improving students' presentation, writing, and communication skills.</p>
Duration	<p>The Summer Internship takes place after the first year and before the beginning of the second year.</p> <p>It is conducted for a minimum duration of 60 days.</p> <p>Any extension of SIP duration is subject to the decision of the college.</p>
Completion of Internship	<p>Upon completion of the internship, students should submit the completion certificate signed by the industry guide within the stipulated time as communicated by the college.</p> <p>The student intern shall submit the SIP Report (including completion certificate) to the Faculty Mentor.</p> <p>The student should have the SIP presentation ready soon after completing the SIP.</p>

MBA (2024 Pattern) – Complete Curriculum

Section	Details
Project Report	<p>The project report serves as a guideline for the work completed during the internship.</p> <p>Students must ensure they submit a complete and well-documented report to the college.</p>
Evaluation of SIP	<p>Total Marks: 100</p> <p>Assessment of Report: 40 Marks</p> <p>Presentation of Project: 10 Marks</p> <p>External Viva: 50 Marks</p>

Program Specialization Courses- Finance Semester III

PSC1 -MERGERS & ACQUISITIONS	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO No.	COGNITIVE ABILITIES	Course Objective
CO1	Understand	Explain the concepts and processes involved in Mergers and Acquisitions.
CO2	Analyze	Identify and differentiate between various types of Mergers and Acquisitions.
CO3	Apply	Interpret the strategic use of Mergers and Acquisitions through real-world case studies.
CO4	Evaluate	Assess the impact of Mergers and Acquisitions on firm value creation and synergies.
CO5	Create	Develop case studies analyzing successful and unsuccessful Mergers and Acquisitions.

Unit & Topics**Hours****Unit 1: Overview of Mergers**

8

Mergers & Acquisitions – Definitions, Concepts, Comparison, and Conditions

Types and Characteristics of Mergers & Acquisitions

Operating, Financial, and Managerial Synergy of Mergers & Acquisitions

Value Creation through Mergers

Agents Contributing to Mergers and Acquisition Activities

Difference between Merger, Amalgamation, Absorption, Reconstruction, and Takeover

Case Studies: Value Creation, Three Different Cases on Mergers

Unit 2: Mergers and Acquisition Process

6

Nature of Post-Merger Integration

Key Steps and Types of Post-Merger Integration

Process of Post-Merger Integration

Agents of Post-Merger Acquisition

Managerial Challenges of Mergers and Acquisitions

Strategic Fit and the M&A Decision

Case Studies: Process of Post-Merger Acquisition

Unit 3: Corporate Restructuring

6

Unit & Topics	Hours
Nature of Corporate Restructuring Methods of Restructuring: Joint Ventures (JVs), Sell-Off, and Spin-Off Equity Carve-Outs Leveraged Buyouts (LBOs) & Management Buyouts (MBOs) Master Limited Partnerships Employee Stock Option Plans (ESOPs) Case Studies: MBOs & Corporate Restructuring, JVs & Corporate Restructuring	

Unit 4: Defensive Strategies in Restructuring 8

Accounting for Amalgamation: Pooling Interest Method, Purchase Method Procedure Laid Down under Indian Companies Act, 1956 Accounting Standards and SEBI Guidelines Takeover Defenses: Types and Techniques of Raid Advance Preventive Measures Defensive Strategies: Pacman's Strategy, Golden Parachute, Poison Pills Strategy Coercive Offers and Defense Financial Defensive Measures Anti-Takeover Amendments Case Studies: Defensive Strategies in Mergers & Acquisitions	
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Study Material

A) Textbook:

1. Kevin K. Boeh and Paul W. Beamish (2007). Mergers and Acquisitions: Text and Cases. Sage Publications', New Delhi.
2. Kar, Rabi Narayan and Meenakshi (2023, July). Mergers, Acquisitions and Corporate Restructuring: Strategies and Practices, Taxmann Publications, Pune
3. Sullivan, D.John (2004). Case Studies in Mergers and Acquisitions, Author House Pub. ISBN 1418438448, 9781418438449

B) Reference Books:

1. Weston. F, Chung. K, and Hoag, S. (2008). Mergers, Restructuring, and Corporate Control, Prentice-Hall of Indian Pvt. Ltd., New Delhi.
2. Patrick A. Gaughan(2007). Mergers, Acquisitions and Corporate Restructurings, 4/e Wiley India, New Delhi.
3. Narayanan, P. and Vikram, Nanda (2003). Finance for Strategic Decision Making- What non-Financial managers Need to Know, Jossey- Bass, Wiley India.
4. Reuvid Jonathan, (2005). Mergers and Acquisitions, Kogan Page.
5. Robert Brown (2007), Applied Mergers and Acquisitions, John Willey and Sons.
6. Mergers, Acquisitions, and Corporate Restructurings, 7th Edition (2017), Patrick A. Gaughan, Wiley Finance
7. Mergers, Acquisitions, and Other Restructuring Activities, 8th Edition (2016), Donald DePamphilis, Academic Press, Elsevier India.
8. Mergers and Acquisitions from A to Z (Hardcover) – 16 Dec 2010 by Andrew J. Sherman, AMACOM

9. The Art of M&A, Fourth Edition: A Merger Acquisition Buyout Guide Hardcover – (Imported) 2007 ed. by Stanley Foster Reed , Alexandra Reed Lajoux, H. Peter Nesvold

C) Web Sources (The following web sources are exclusively meant for Mergers and Acquisitions)

1. www.WebAcquisition.Com
2. Reuters.com
3. SeekingAlpha.com
4. Pitchbook.com
5. CNBC
6. NYTimes.com
7. TheMiddleMarket.com
8. Genengnews.com
9. FT.com
10. Bizjournals.com
11. TheMandAJournal.
12. HYPERLINK "<https://dealroom.net/resources/the-current-state-of-m-a>"

PSC -2: Advanced Corporate Finance	Semester I
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Remember different approaches to business valuation
CO2	UNDERSTANDING	understand the need of good corporate governance
CO3	APPLYING	Apply the techniques and do calculations related to business valuation
CO4	ANALYSING	Analyse the working capital management
CO5	EVALUATING	Evaluate the Value of a business

Unit & Topics**Hours****Unit 1: Corporate Governance**

5

Meaning, Need, and Importance of Corporate Governance
 Clause 49 of Listing Agreement
 Environmental, Social, and Governance (ESG) Principles

Unit 2: Business Valuation - I

6

Need and Importance of Business Valuation
 Basis of Business Valuation
 Asset-Based Approaches
 Market-Based Approaches

Unit 3: Business Valuation - II

8

Income-Based Approaches to Business Valuation
 Valuation of Business and Future Projections
 Discounted Cash Flow (DCF) Method
 Comparable Company Analysis (CCA)

Unit 4: Working Capital Management

6

Understanding the Operating Cycle
 Cash Cycle and its Management
 Symptoms of Poor Working Capital Management
 Strategies for Effective Working Capital Optimization

Unit 5: Economic Value Added (EVA)

5

Meaning and Importance of EVA
 EVA Calculations and Interpretation
 EVA vs. Market Value Added (MVA)

Unit & Topics

Hours

Case Studies on EVA Implementation

Textbooks:

1. Fundamentals of Financial management, 13th Edition- J.Van Horne & J M Wachowicz
2. Principles of Corporate Finance- Brealey, Myers & Allen -11th Edition
3. Ross, Westerfield, Kakani: Corporate Finance; Mc Graw Hill Publications
4. Damodaran, Ashwath – Corporate Finance, Wiley Publications.

Reference Books:

1. Financial Management- I. M. Pandey
2. Financial Management- Prassana Chandra
3. Financial Management- R.P. Rustagi
4. Financial Management- Ravi M. Kishore

PSC -3: Derivative Market	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome (Student will be able to....)
CO1	REMEMBERING	Describe the basic concepts related to derivatives and its products
CO2	UNDERSTANDING	Interpret Futures and options payoffs as well as pricing.
CO3	APPLYING	Apply strategies for Futures and options and implementation in different situations.
CO4	ANALYSING	Analyze various option Greeks to understand the nature of options
CO5	EVALUATING	Conclude the fit for option trading strategies in various situations.
CO6	CREATING	Anticipate various risks involved in derivative instrument trading.

Unit & Topics**Hours****Unit 1: Introduction to Derivatives**

4

Basics of Derivatives
 Participants in the Derivatives Market
 Significance of Participants in Derivatives Market
 Indian Derivatives Market
 Structure of the Derivatives Market
 Risks Faced in Derivatives Market

Unit 2: Forwards, Futures, and Options

8

Understanding Forward, Futures, and Options Contracts
 Payoff Charts for Futures and Options Contracts
 Futures and Options Contract Specifications
 Underlying Asset
 Contract Size
 Delivery Specifications
 Mark-to-Market Using Margin Accounts
 Interest Rate and Currency Swaps

8

Unit 3: Futures and Options Pricing

Futures Pricing:

Unit & Topics	Hours
Pricing by Arbitrage Relationship Between Futures and Spot Price (Cost of Carry and Reverse Cost of Carry) Option Pricing: Option Payoffs Black-Scholes Formula for Option Pricing Determinants of Option Prices Option Greeks (Delta, Gamma, Theta, Vega, Rho)	
Unit 4: Hedging and Trading Strategies	8
Hedging Strategies Using Futures: Long Hedge Short Hedge Hedge Ratio Options Trading Strategies: Naked Positions Hedge Positions Spread Positions Combinations Put-Call Parity	

Textbooks:

1. S S Kumar, Financial Derivatives, PHI Publications.
2. S Janakiraman, Derivatives and Risk Management, Pearson Publications.

Reference Books:

1. John C Hull, Basu: Options, Futures and Other Derivatives, Pearson Publications
2. ND Vohra, BR Bagri, Futures & Options, Mc Graw Hill Publications.

PSC-4-Wealth Management	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome Student Will be able to
CO1	REMEMBERING	UNDERSTAND the need and aspects of financial planning
CO2	UNDERSTANDING	Describe the investment options available to an individual and to corporates
CO3	APPLYING	IDENTIFY types of risk and how to manage it
CO4	ANALYSING	DETERMINE the ways of personal tax planning
CO5	EVALUATING	EXPLAIN retirement and estate planning for an individual and design a financial plan.
CO6	CREATING	CREATE a financial plan for individuals.

Unit & Topics**Hours****Unit 1: Introduction to Wealth Management**

5

Meaning and Importance of Wealth
 International Wealth Reports
 Key Drivers of Wealth Management
 The Players – Global and Indian
 Wealth Management Scenario

Unit 2: Wealth Management Process

5

Savings Cycle and Wealth Creation
 Scenario-Based Investment Options
 Client Segmentation
 High Net Worth Individuals (HNWIs)
 Client Expectations: Wealth Accumulation, Wealth Preservation, and Wealth Transfer

Unit 3: Investment Products

6

Basics of Investing
 Investment Objectives
 Investment Constraints
 Investor Categorization
 Investment Styles and Factors Determining Them
 Fixed Income Products: Money Market Instruments, Bonds, Corporate

Unit & Topics	Hours
Securities, Debt Securities Variable Income Products: Equity and Equity Mutual Funds	
Unit 4: Client Profiling	7
Asset Allocation Principles The Life-Cycle Investment Guide Private Banking and Client Characteristics Identifying Client Needs Proforma Financial Statement NRIs as Clients	
Unit 5: Financial Planning with Insurance Products and Latest Systems	7
Fundamentals of Insurance Basic Income Tax Saving Techniques Capital Gains Tax Considerations Insurance Planning: Reverse Mortgage, Life Insurance, Health Insurance Retirement Planning: Basics of Retirement Planning, Pension Plans, Annuities, and Annuity Strategies	

Textbooks:

1. Basics of Personal Financial Planning Insurance Education Series by NIA, K C Mishra, Steward Doss, Cengage Delmar Learning India Pvt. Ltd.

Reference Books: 1. Introduction to Financial Planning, Indian Institute of Banking & Finance 2. Personal Financial Planning Theory and Practice, Kaplan Schweser
3. Personal Finance, E. Thomas Gorman and Raymond E. Forgue, Southwest-Western Cengage Learning.
4. Fundamentals of Financial Planning, Michael Dalton, Joesph Gillice, James Dalton and Thomas Langdon, Money Education

Program Specialization Courses -MARKETING Semester III

PSC-1- Integrated Marketing Communication (IMC)	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcome (COs)

CO No.	COGNITIVE ABILITIES	Course Objective
CO1	Understand	Explain the concept, evolution, and importance of IMC.
CO2	Apply	Develop and execute IMC strategies across various channels.
CO3	Analyze	Analyze consumer behaviour insights to design effective marketing messages.
CO4	Evaluate	Evaluate the impact of advertising, PR, direct marketing, and digital media in IMC.
CO5	Evaluate	Measure and optimize IMC campaigns using data-driven performance metrics.
CO6	Create	Implement best practices from IMC case studies in strategic brand communication.

Module & Topics**Hours****Module 1: Introduction to Integrated Marketing Communication (IMC)**

4

Definition and Evolution of IMC
 Role of IMC in Modern Marketing
 Components of an IMC Strategy
 Traditional vs. Digital Marketing Communication
 Case Study: How Leading Brands Use IMC

Module 2: Consumer Insights and Marketing Communication Strategy

4

Understanding Consumer Behavior in Communication
 Customer Journey and Touchpoints in IMC
 Segmentation, Targeting, and Positioning (STP) in IMC
 Creating a Unified Brand Message Across Channels

Module & Topics	Hours
Case Study: Consumer Psychology in Marketing	
Module 3: Advertising and Public Relations in IMC	4
Advertising Principles & Campaign Planning	
Media Planning: TV, Print, Outdoor, Radio	
Public Relations (PR) & Corporate Communication	
Crisis Management and Reputation Building	
Case Study: Successful PR Campaigns	
Module 4: Digital Marketing and Social Media in IMC	4
Role of Digital Media in IMC Strategy	
Content Marketing, SEO, and SEM for Integrated Campaigns	
Social Media Marketing – Strategies for Facebook, Instagram, LinkedIn, and Twitter	
Influencer Marketing and Viral Campaigns	
Case Study: IMC in the Digital Age	
Module 5: Direct & Experiential Marketing in IMC	4
Direct Marketing Strategies: Email, SMS, Telemarketing	
Event Marketing & Sponsorships	
Experiential Marketing & Customer Engagement	
Personalization and Customer Relationship Management (CRM)	
Case Study: Direct-to-Consumer (DTC) Brands Using IMC	
Module 6: Sales Promotion and Retail Communication	4
Trade Promotions vs. Consumer Promotions	
Point-of-Sale (POS) & In-Store Marketing	
Loyalty Programs and Customer Retention Strategies	
IMC for B2B and B2C Businesses	
Case Study: How FMCG Brands Use Sales Promotions	
Module 7: IMC Metrics, Analytics, and Campaign Evaluation	4
Key Performance Indicators (KPIs) for IMC Campaigns	
Marketing ROI, Customer Acquisition Cost (CAC), and Lifetime Value (CLV)	
A/B Testing and Performance Analysis	
IMC Budgeting and Media Allocation Strategies	
Case Study: Measuring the Impact of IMC Campaigns	
Module 8: Emerging Trends and the Future of IMC	4
AI and Automation in Marketing Communication	
Programmatic Advertising & Data-Driven IMC	

Module & Topics

Hours

Sustainability & Ethics in IMC
Role of AR/VR in Customer Engagement
Case Study: Future Trends in IMC

Recommended Books

1. **"Advertising and Promotion: An Integrated Marketing Communications Perspective"** – George E. Belch & Michael A. Belch
2. **"Integrated Marketing Communication: Creative Strategy from Idea to Implementation"** – Robyn Blakeman
3. **"Marketing Communications: A European Perspective"** – Patrick De Pelsmacker, Maggie Geuens, Joeri Van den Bergh
4. **"Contemporary Advertising and Integrated Marketing Communications"** – William F. Arens, Michael F. Weigold
5. **"Integrated Advertising, Promotion, and Marketing Communications"** – Kenneth E. Clow, Donald E. Baack
6. **"Marketing Communications: Integrated Theory, Strategy & Tactics"** – Paul Smith
7. **"Strategic Integrated Marketing Communications"** – Larry Percy

PSC-2- Rural Marketing	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO No.	COGNITIVE ABILITIES	Course Outcome Statement
CO1	Understand	Explain the characteristics and importance of rural marketing.
CO2	Apply	Apply rural marketing mix strategies to target rural consumers.
CO3	Analyze	Analyze the socio-economic and cultural factors affecting rural consumer behavior.
CO4	Evaluate	Evaluate rural distribution, communication, and policy effectiveness.
CO5	Create	Create a sustainable rural marketing strategy integrating technology and innovation.

Unit & Topics**Hours****Unit 1: Introduction to Rural Marketing**

4

Definition and Scope of Rural Marketing
 Characteristics of Rural Markets
 Rural vs. Urban Markets – Key Differences
 Importance of Rural Marketing in Developing Economies
 Potential and Opportunities in Rural Markets
 Challenges and Issues in Rural Marketing

Unit 2: Understanding Rural Consumers

4

Rural Consumer Behavior
 Factors Influencing Rural Consumer Behavior
 Rural Consumer Buying Decision Process
 Socio-Cultural, Economic, and Psychological Influences
 Role of Reference Groups, Opinion Leaders, and Family Influence

Unit & Topics	Hours
Rural Consumer Segmentation and Targeting Strategies	
Unit 3: Rural Marketing Environment	4
Socio-Cultural, Economic, Political, and Technological Environment	
Rural Infrastructure and Its Impact on Rural Marketing	
Rural Market Dynamics: Demand and Supply in Rural Areas	
Rural Economy and Rural Income Patterns	
Role of Agriculture and Allied Sectors in Rural Marketing	
Unit 4: Rural Marketing Mix – Product and Pricing Strategies	4
Product Planning for Rural Markets	
Product Lifecycle and Adaptation in Rural Markets	
Packaging Strategies for Rural Products	
New Product Development for Rural Markets	
Pricing Strategies for Rural Products	
Factors Affecting Pricing in Rural Markets	
Credit Facilities and Payment Modes in Rural Areas	
Unit 5: Rural Distribution and Marketing Channels	4
Distribution Channels in Rural Markets	
Challenges in Rural Distribution and Logistics	
Role of Wholesalers, Retailers, and Village Level Entrepreneurs (VLEs)	
Innovative Distribution Strategies – Haats, Mandis, Cooperative Societies, Mobile Vans	
Role of Government and Non-Governmental Organizations (NGOs) in Rural Distribution	
Unit 6: Rural Communication and Promotion Strategies	4
Understanding Communication Challenges in Rural Areas	
Role of Traditional Media in Rural Marketing	
Innovative Communication Strategies – Wall Paintings, Mela, Folk Media	
Use of Digital Media and Social Media in Rural Marketing	
Rural Advertising and Promotion Strategies	
Unit 7: Rural Marketing and Rural Development	4
Role of Rural Marketing in Rural Development	
Social Marketing and CSR Initiatives in Rural Markets	
Role of Government in Promoting Rural Markets	
Microfinance and Self-Help Groups (SHGs) in Rural Marketing	

Unit & Topics	Hours
Role of Rural Employment Schemes in Enhancing Rural Purchasing Power	
Unit 8: Future Trends and Opportunities in Rural Marketing	4
Emerging Trends in Rural Marketing	
Role of E-commerce and Digital Marketing in Rural Areas	
Rural Startups and Entrepreneurship Opportunities	
Impact of Government Policies and Schemes on Rural Marketing	
Future Challenges and Opportunities in Rural Marketing	

Recommended Books

1. **"Rural Marketing: Text and Cases"** – C.S.G. Krishnamacharyulu & Lalitha Ramakrishnan
2. **"Rural Marketing: Environment, Problems and Strategies"** – T.P. Gopalswamy
3. **"Rural Marketing"** – Pradeep Kashyap
4. **"The Rural Marketing Book"** – Dinesh Kumar & Puneet Bansal
5. **"Marketing to Rural Consumers: Understanding and Tapping the Rural Market Potential"** – Sanal Kumar Velayudhan
6. **"New Perspectives on Rural Marketing"** – Ramkishan Y
7. **"Rural Marketing: Concepts and Practices"** – Balram Dogra & Karminder Ghuman

PSC3 : Brand and Advertising Management	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes (COs)

CO No.	COGNITIVE ABILITIES	Course Outcome Statement
CO1	Understand	Understand foundational concepts of advertising and branding and their role within integrated marketing communication.
CO2	Analyze	Analyze consumer behavior to develop targeted advertising and branding strategies.
CO3	Apply	Formulate strategic advertising and branding plans to meet marketing objectives.
CO4	Evaluate	Evaluate advertising effectiveness using key performance indicators (KPIs) and relevant metrics.
CO5	Create	Create compelling advertising and branding content employing creative strategies and diverse appeals.

Module & Topics**Hours****Module 1: Introduction to Advertising and Branding**

4

Definitions, Scope, and Importance of Advertising and Branding
 Evolution: Traditional vs. Digital Advertising; Concept and Importance of Brands
 Role of Advertising in Marketing and Integrated Marketing Communication (IMC)
 Economic, Social, and Ethical Aspects of Advertising and Branding
 Classification and Functions of Advertising
 Types of Brands (Products, Services, Retail, People, Organizations)

Module 2: Consumer Behavior in Advertising and Branding

4

Role of Consumer Psychology in Advertising and Brand Perception
 Consumer Decision-Making Process and Influence of Advertising and Brands

Module & Topics	Hours
Perception, Learning, Motivation, and Attitudes towards Advertising Audience Segmentation, Targeting, and Brand Positioning Strategies Consumer Attitudes, Persuasion, and Brand Loyalty	
Module 3: Advertising and Brand Strategy Development	4
Steps in Advertising Planning and Brand Strategy Development Setting Advertising Objectives: DAGMAR Approach Brand Knowledge and Portfolio Management The Communication Process: AIDA Model, Unique Selling Proposition (USP) Brand Building: Identifying, Establishing Brand Positioning, Defining Brand Values Budgeting Approaches for Advertising and Branding	
Module 4: Media Planning and Brand Marketing Implementation	4
Media Selection: Traditional (Print, TV, Radio, Outdoor) vs. Digital (Social Media, Influencer, Programmatic) Media Mix, Scheduling Strategies, and Measuring Media Effectiveness (Reach, Frequency, GRP) Emerging Trends in Media Consumption and Brand Visibility Choosing Brand Elements to Build Brand Equity Leveraging Secondary Brand Associations Case Study: Effective Media and Branding Campaigns	
Module 5: Creative Advertising and Branding Appeals	4
Creativity in Advertising and Brand Communication Creative Brief Development, Concept Generation Types of Advertising Appeals (Emotional, Rational, Fear, Humor) Copywriting Techniques: Headlines, Body Copy, Slogans Role of Visual Design Elements in Building Brand Identity	
Module 6: Digital and Social Media Advertising and Branding	4
Digital Advertising Growth, Impact, and Strategies Social Media Advertising: Platforms, Strategies, Brand Engagement Search Engine Marketing (SEM), Display Advertising, Influencer, and Content Marketing AI, Automation, and Emerging Trends in Digital Branding	
Module 7: Measuring Advertising and Brand Effectiveness	4
Importance of Advertising and Brand Research Pre-testing and Post-testing Techniques	

Module & Topics	Hours
Key Metrics: ROI, Brand Recall, Engagement, Brand Equity Brand Tracking, Brand Equity Measurement: Qualitative & Quantitative Methods Ethical and Regulatory Aspects (ASCI Guidelines, FTC Regulations) Case Studies: Successful and Unsuccessful Advertising and Branding Campaigns	
Module 8: Future of Advertising and Brand Management	4
Integration of AI, AR, VR in Advertising and Branding Native and Personalized Advertising Sustainable and Purpose-Driven Advertising and Brands Managing Brands Over Time: Brand Extensions, Transfers, Hierarchies Challenges, Opportunities, and Emerging Trends in Advertising and Branding Final Project: Development and Presentation of Comprehensive Advertising and Brand Campaign	

Recommended Books:

1. Belch & Belch, "Advertising and Promotion: An Integrated Marketing Communications Perspective," McGraw Hill.
2. Keller, Kevin Lane, "Strategic Brand Management," Pearson Education.
3. Aaker, David A., "Building Strong Brands," Simon & Schuster.
4. Ogilvy, David, "Ogilvy on Advertising," Vintage.
5. Kapferer, Jean-Noel, "The New Strategic Brand Management," Kogan Page Publishers.

Recommended Books

Advertising Management Books

1. **"Advertising and Promotion: An Integrated Marketing Communications Perspective"** – George E. Belch & Michael A. Belch
2. **"Contemporary Advertising and Integrated Marketing Communications"** – William F. Arens & Michael F. Weigold
3. **"Integrated Advertising, Promotion, and Marketing Communications"** – Kenneth E. Clow & Donald E. Baack
4. **"The Advertising Concept Book: A Complete Guide to Creative Ideas, Strategies and Campaigns"** – Pete Barry
5. **"The Copywriter's Handbook: A Step-By-Step Guide to Writing Copy That Sells"** – Robert W. Bly
6. **"Digital Marketing: Strategy, Implementation and Practice"** – Dave Chaffey & Fiona Ellis-Chadwick

Brand Management Books

7. **"Strategic Brand Management: Building, Measuring, and Managing Brand Equity"** – Kevin Lane Keller
8. **"Branding: In Five and a Half Steps"** – Michael Johnson
9. **"The 22 Immutable Laws of Branding"** – Al Ries & Laura Ries
10. **"Positioning: The Battle for Your Mind"** – Al Ries & Jack Trout
11. **"Building Strong Brands"** – David Aaker
12. **"The Brand Gap: How to Bridge the Distance Between Business Strategy and Design"** – Marty Neumeier

PSC4 :Customer Relationship Management	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO No.	COGNITIVE ABILITIES	Course Outcome Statement
CO1	Understand	Explain CRM fundamentals and its strategic significance.
CO2	Apply	Apply CRM models for customer acquisition and retention.
CO3	Analyze	Analyze CRM tools and their impact on customer relationships.
CO4	Evaluate	Evaluate CRM implementation success across industries.
CO5	Create	Create a CRM strategy using digital and AI-driven tools.

Unit & Topics**Hours****Unit 1: Introduction of CRM and Its Fundamentals**

6

Concept and Context of Relationship Management: Internal and External Relationship Management

Need and Importance of Relations with Customers and Other Stakeholders

Approach towards Marketing: A Paradigm Shift – Transition from Product Focus to Customer Focus

Transactional vs. Relationship Marketing

Linkage between Customer Satisfaction, Customer Loyalty, and Business Performance

Relationship Management Theories, Building Brands through Relationship Marketing

Defining CRM, Levels of CRM, CRM as a Strategic Marketing Tool

CRM Significance to Stakeholders, Strategic CRM, Operational CRM, Analytical CRM, Collaborative CRM

CRM Models and CRM Solutions Map

Unit 2: Customer Acquisition and Retention

6

Unit & Topics	Hours
<p>Acquisition of New Customers, Understanding Customer Value, Sources of Customer Value</p> <p>Customer Value from Products, Services, People, Physical Evidence, Customer Communication, Channels</p> <p>Customer Value Estimates, KPI of a Customer Acquisition Program, Customer Touchpoints, Customer Equity</p> <p>Concept of Customer Retention and Role of CRM in Retention</p> <p>Economics of Customer Retention, Managing Customer Retention or Value Retention?</p> <p>Strategies of Customer Retention, KPI of Customer Retention Program</p> <p>Terminating Customer Relationships and Its Strategies</p> <p>Concept and Significance of Customer Loyalty, Customer Lifecycle and Customer Lifetime Value (CLTV)</p> <p>Recency, Frequency, and Monetary Value (RFM) Analysis, Customer Loyalty Ladder</p> <p>Impact of Customer Defections, Types of Defectors, Strategies to Reduce Customer Defections</p> <p>CRM Framework - Switching</p>	
Unit 3: CRM Mechanics	6
<p>Maintaining Customer Database, Desirable Database Attributes</p> <p>Data Marts, Data Warehousing, Data Integration, Data Mining, and Privacy Issues</p> <p>Customer Portfolio Management - Concept and Basic Disciplines</p> <p>Market Segmentation, Sales Forecasting, and Customer Portfolio Management (CPM)</p> <p>CPM in B2B, Seven Core Customer Management Strategies</p> <p>CRM and Customer Experience Management: Concept of Customer Experience</p> <p>Experiential Marketing Strategies and Tactics, Customer Experience and Role of CRM</p>	
Unit 4: Overview of CRM in B2C and B2B Markets	6
<p>Service Business Characteristics and Classification, Service Recovery</p> <p>CRM in Banking, Hospitality, Aviation, Telecom, and Retail Industries</p> <p>CRM in Consumer Durables Industry and Its Applications</p> <p>Common CRM Tools in Practice and Improvisation for Quality Service Assurance</p> <p>Importance of CRM in B2B Markets, Key Account Management</p>	

Unit & Topics	Hours
Supply Channel Management, Internal CRM, and Employee Relationship Management	
Unit 5: Implementation of CRM and Future Trends in CRM	6
CRM Implementation Process, Evaluation of CRM Process, Challenges in CRM Implementation	
Customer Care Management through Information Technology Tools	
Electronic Point of Sales (ePOS), Sales Force Automation	
Emerging Trends in CRM, Social CRM, e-CRM	
Challenges in Formulating and Implementing e-CRM Strategies	
Multichannel CRM, Role of Social Media in CRM, Six E's of e-CRM	
Mobile CRM, Artificial Intelligence (AI) with CRM Systems	

Recommended Books for CRM

1. **"Customer Relationship Management: Concepts and Technologies"** – Francis Buttle & Stan Maklan
2. **"The CRM Handbook: A Business Guide to Customer Relationship Management"** – Jill Dyche
3. **"Customer Relationship Management: A Strategic Perspective"** – G. Shainesh & Jagdish N. Sheth
4. **"Managing Customer Relationships: A Strategic Framework"** – Don Peppers & Martha Rogers
5. **"CRM at the Speed of Light: Social CRM Strategies, Tools, and Techniques for Engaging Your Customers"** – Paul Greenberg
6. **"Marketing 4.0: Moving from Traditional to Digital"** – Philip Kotler, Hermawan Kartajaya, & Iwan Setiawan
7. **"Customer Relationship Management: Integrating Marketing Strategy and Information Technology"** – Roger J. Baran & Robert J. Galka

Program Specialization Courses - Human Resource Management Sem III

PSC1 : Organizational Development and change Management	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Know the key terms, upcoming trends in the subject
CO2	UNDERSTANDING	To understand of the basic concepts functions and processes of OD
CO3	APPLYING	Application of the models learned, contemporary practices in real business world.
CO4	ANALYSING	Analyzing & constructive strategies for existing and new challenges
CO5	EVALUATING	
CO6	CREATING	Creating & implementing best practices in real business scenario

Unit & Topics**Hours****Unit 1: Introduction to Organizational Development**

6

The Field of Organizational Development
 Definitions of Organizational Development
 A History of Organizational Development
 Values, Assumptions, and Beliefs in OD

Unit 2: Theory and Management of OD

6

Foundations of Organizational Development
 Managing the OD Process
 Action Research and Organizational Development

Unit 3: OD Interventions

6

An Overview of OD Interventions
 Team Interventions
 Intergroup and Third-party Peacemaking Interventions
 Comprehensive OD Interventions
 Structural Interventions and Applicability of OD

Unit & Topics	Hours
Training Experiences	
Unit 4: Key Considerations and Issues	6
Issues in Consultant-Client Relationships	
System Ramification	
Power, Politics, and Organizational Development	
Research on Organizational Development	
The Future of Organizational Development	
Unit 5: Organization Change	6
Change	
Resistance to Change	
Approaches to Managing Organizational Change	
Creating a Culture for Change	

Textbooks

1. Organization Development-Behavioral Science Interventions for Organization Improvement -Sixth Edition-Wendell L.French& Cecil H. Bell, Jr.

Reference Books

1. Thomas G. Cummings & Christopher G. Worley, Organization Development & Change, Cengage Publication, 10th Edition, 2013, ISBN 978-1133190455.
2. Wendell L. French and Cecil H. Bell, Jr., Veena Vohra, Organization Development – Behavioral Science Interventions for Organization Improvement, PHI Publication, 6th Edition, 2017, ISBN 978-9332575264.

PSC2 : Performance Management System	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Remember the principles of effective appraisals,
CO2	UNDERSTANDING	Understand the entire cycle of the performance management process i.e. the framing of goals, key result areas, appraisal and its various methods, review, monitoring and renewal
CO3	APPLYING	Apply knowledge to understand the process of potential appraisal and use of automation in PMS
CO4	ANALYSING	Analyze the kinds of PMS followed in organizations
CO5	EVALUATING	Evaluate the best PMS followed by different industries
CO6	CREATING	Identify the latest trends, issues and challenges in performance management and compensation systems in organizations today

Unit & Topics**Hours****Unit 1: Introduction to PMS**

6

History and Objectives of Performance Appraisal

Developing a Performance Appraisal System

Unit 2: Process of Performance Appraisal and Performance Review 6

Process of Performance Appraisal

Absolute and Relative Methods of Appraisal

BARS (Behaviorally Anchored Rating Scales)

Management by Objectives (MBO)

360-Degree Performance Appraisal

Performance Management Review: Process and Techniques

Unit 3: Measuring Individual, Group, and Organizational Performance 6

Unit & Topics	Hours
Performance-Based Compensation	
Team Performance Management	
Balanced Scorecard and HR Scorecards	
Unit 4: Future of PMS	6
Performance Management and Mentoring	
Potential Management	
Use of Automation in PMS	

Textbooks

1. Bagchi, S.N., Performance Management Systems, PHI Publication, 2nd Edition, 2013, ISBN 978-8131518724. Reference books 1.
2. Cardy, R.L., Performance Management, PHI publications, 2nd Edition, 2011, ISBN 978-0765626578. 2.
3. Aguinis, H., Performance Management, Pearson Publications, 3rd Edition, 2013, ISBN 978-9332518155. 3.
4. Doerr, J., Performance Management, Penguin Publications, 1st Edition, 2018

PSC3 :Assessment Centres and HRD Tools	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO #	Cognitive Abilities	Course Outcomes
CO1	Analyse	Explain the purpose, components, and evolution of assessment centres and HRD tools..
CO2	Apply	Design and implement assessment centres using simulations, psychometrics, and case studies.
CO3	Evaluating	Evaluate the effectiveness of HRD interventions (e.g., 360-degree feedback, LMS, competency frameworks).
CO4	Creating	To Develop HR strategies for employee engagement and performance optimization.

Unit & Topics**Hours****Unit 1: Introduction to Assessment Centres**

6

Concept and Evolution of Assessment Centres
 Purpose and Importance in HR Practices
 Competency-Based Assessments
 Design and Implementation of Assessment Centres

Unit 2: Emerging HR Trends

6

Integration of Technology in HR Management
 AI in Recruitment and Selection
 Data Analytics for Strategic HR Decision-Making
 Cloud and Mobile-Based HR Solutions
 Gig Economy and Its Impact on HRM
 Remote Work and Hybrid Work Models

Unit 3: Shifting HRM Priorities

6

Managing Workforce Diversity
 Ensuring Gender Parity and Pay Equality
 Fostering Mentorship and Career Growth
 Meeting Evolving Employee Expectations
 Adapting to Changing Skill Demands
 Re-engineering Work Processes for Efficiency
 Decentralization of Workspaces

Unit & Topics	Hours
Promoting Work-Life Balance	
Unit 4: Strengthening HR Functions Through Modern Trends	6
Modernizing Recruitment & Selection Processes	
Improving Employee Performance and Job Satisfaction	
Strategic Human Resource Planning & Management	
Performance Management Systems in the Digital Age	
Revolutionizing Training & Development	
Career and Succession Planning with Data-Driven Insights	
Effective Rewards & Recognition Strategies	
Automating HR Administrative Functions	
Enhancing Organizational Culture and Effectiveness	
Unit 5: HR Technology and Future Trends	6
HR Digital Transformation & Cloud-Based HR Systems	
Gamification and Virtual Reality in HR	
Future HR Challenges and Opportunities	

Recommended Textbooks and References:

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. The Future of Work: Attract New Talent, Build Better Leaders" by Jacob Punnett B, J, International Perspective on Organizational Behavior and Human resource
3. "HR 4.0: Shaping People Strategies in the Fourth Industrial Revolution" (2022).
4. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi

Reference Books

1. International Human Resource Management: Managing People in a Multinational Context by Peter J Dowling et al., Third Edition (South Western)..
2. Dutt, Rudra Organizing the Unorganized Workers, Vikas Pub. House. Pvt. Ltd., New Delhi.
3. Knowledge management - enabling business Growth "ganeshnatarajan and sandhya shekhar", tata McGRAW - hill publishing company limited

PSC4 : Industrial Relations	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Remember the industrial laws applicable to different sectors
CO2	UNDERSTANDING	Understand the role of industrial administration in Industrial Relations
CO3	APPLYING	Apply knowledge to articulate the major Industrial concepts and statutes learnt
CO4	ANALYSING	Analyze the structure, compensation and trends in the industrial laws in India
CO5	EVALUATING	Evaluate the paradigm shifts – the industry shift
CO6	CREATING	Interpret laws and their applicability in different kinds of industries.

Unit & Topics**Hours****Unit 1: Introduction to Industrial Relations**

6

Importance, Definition, and Scope of Industrial Relations

Role and Impact on Labour Law Legislation

Execution and Compliance

Role of Employer, Trade Unions, and Judiciary in Industrial Relations

Unit 2: Trade Unions and Their Role in Globalization

6

Objectives and Functions of Trade Unions

The New Role of Trade Unions in the Context of Globalization

IT, Trade, and Productivity Impacts on Trade Unions

Unit 3: Industrial Disputes & Resolution Mechanisms

6

Nature and Causes of Industrial Disputes

Machinery for Solving Industrial Disputes under the Industrial Disputes Act,

Unit & Topics	Hours
1947	
Dispute Resolution at National and State Levels	
Role of Judiciary and Its Impact on Industrial Relations	
Unit 4: Collective Bargaining & Worker Participation	6
Collective Bargaining – Meaning, Characteristics, and Importance	
Process and Causes for Failure of Collective Bargaining	
Alternatives to Collective Bargaining	
Importance of Employee Stock Option Plans (ESOPs)	
Workers' Participation in Management – Concept, Pre-requisites	
Forms & Levels of Participation	
Benefits of Workers' Participation in Management	
Unit 5: Grievance Handling & Labour-Management Cooperation	8
Grievance Handling Procedure	
Labour-Management Cooperation	
Role of Functional Manager in Industrial Relations	
Role of Personnel & Industrial Relations Manager in Establishing Peaceful Industrial Relations	

Textbook

1. P.K. Padhi, Labor and Industrial Laws, PHI Publication, 4th Edition, 2019, ISBN 978-9388028936

Reference books

1. K. M. Pillai, Labour and Industrial Laws, Allahabad Law Agency, 18th Edition, 2017, ISBN 978-8189532062.
2. H.L. Kumar, Industrial Relations, Trade Unions & Labour Legislations, Universal Law publications, 4th Edition.
3. P. L. Malik, Industrial Law, Eastern Book Company, 25th Edition, 2015, ISBN 978-9351453239.
4. S. N. Mishra, Labour and Industrial Law, Central Law Publications, 27th Edition, 2020.
5. Sinha, Sinha & Shekhar, HRD & Labour Law, Pearson Education, 3rd Edition

Program Specialization Courses - Operations Management Semester III

PSC1 :Lean Six Sigma	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Objectives (COs):

CO No.	COGNITIVE ABILITIES	Course Outcome Statement
CO1	Understand	Explain the principles of Lean and Six Sigma in process improvement.
CO2	Apply	Identify and analyze waste and inefficiencies using Lean tools.
CO3	Analyze	Apply the DMAIC framework to solve business process problems.
CO4	Evaluate	Utilize statistical tools to optimize and control processes.
CO5	Create	Implement Lean methodologies for con

Unit & Topics**Hours****Unit 1: DMAIC Overview and Define Phase**

6

Introduction to Six Sigma, Three Natural Laws
 Goal of Six Sigma, Concept of Defect, Specification Limit, and VOC
 Descriptive Statistics, Concept of Variable (Continuous & Discrete),
 Defectives & Defects
 Population and Sampling Concepts, Sampling Error
 DMAIC Overview
 Define Phase Explanation, Exercises on Define Phase, Validation of Target

Unit 2: Measure Phase

6

Binomial, Poisson, and Normal Distribution Concepts
 Central Limit Theorem
 Measure Phase Explanation
 Process Flowchart Concept, Overview of SIPOC and FMEA
 Validating Measurement System, Gage R & R
 Data Collection on Response Variable, Establishing Baseline

Unit 3: Analyze Phase

6

Analyze Phase Explanation

Seven QC Tools, Pie Chart, Bar Chart, & 5 Why Technique
Quantitative Tools for Analysis
Regression Concept and Problems
One-Way ANOVA, Chi-Square Test Concepts

Unit 4: Improve Phase

6

Improve Phase Explanation
Lean Six Sigma Tools for Improvement
Kaizen, 5S, Poka Yoke, Muda, VSM, SMED
Validating Improvements, Concept of Hypothesis Testing
2t Test Application and Problems
Paired t Test Application and Problems

Unit 5: Control Phase

6

Control Phase Explanation
Mean and Range Chart (\bar{X} & R Chart) Applications and Problems
Fraction Defective Chart (p Chart) Applications and Problems
Defect Chart (u Chart) Applications and Problems

Recommended Books

1. The Six Sigma Handbook – Thomas Pyzdek & Paul Keller
2. Lean Six Sigma and Minitab: The Complete Toolbox Guide for Business Improvement – Quentin Brook
3. The Lean Six Sigma Pocket Toolbook – Michael George, David Rowlands, Mark Price
4. Statistics for Six Sigma Made Easy – Warren Brussee
5. Lean Thinking: Banish Waste and Create Wealth in Your Corporation – James P. Womack & Daniel

PSC2 :Service of Operations Management	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Describe the characteristics of services and their role in business operations.
CO2	UNDERSTANDING	Explain the principles of service design, quality management, and process optimization.
CO3	APPLYING	Apply service management frameworks to real-life business scenarios for improving efficiency and customer satisfaction.
CO4	ANALYSING	Analyze strategic decisions in service operations and implement effective service delivery solutions.
CO5	EVALUATING	Evaluate service quality, recovery mechanisms, and customer satisfaction metrics.
CO6	CREATING	Design innovative service models using emerging technologies and sustainability practices.

Unit & Topics**Hours****Unit 1: Introduction to Services of Operations Management**

6

Overview of Service Operations - Characteristics of Services vs. Goods
 The Service-Profit Chain and its Impact on Customer Satisfaction
 Role of Service Operations in Business
 Key Service Concepts: Service Framework, Types of Services
 Dimensions of Service Quality
 Service Strategy: Objectives, Positioning, and Market Segmentation

Unit 2: Service Design and Process Management

6

Service Blueprinting and Customer Experience Design
 Service Process Mapping and Reengineering

Unit & Topics	Hours
Managing Service Processes: Delivery, Capacity Planning, Queuing Theory Service Failures and Recovery Technology & Innovation: Role of IT, Digitalization, Self-Service Tech	
Unit 3: Service Quality Management	6
Defining and Measuring Service Quality: SERVQUAL, SERVPERF Total Quality Management (TQM) in Services Lean Service Operations & Six Sigma for Service Quality Managing Service Failures and Recovery Strategies Measuring and Improving Customer Satisfaction	
Unit 4: Managing Service Supply Chains	6
Structure and Management of Service Supply Chains Supplier Role in Service Operations (Outsourcing, Partnerships, Logistics) Strategies for Balancing Demand and Capacity in Services Demand Forecasting and Managing Peak Load Constraints Customer Involvement in Service Operations	
Unit 5: Technology and Innovation in Service Operations	6
The Impact of Emerging Technologies (AI, Automation, Cloud) Role of Big Data and Analytics in Improving Service Efficiency The Process of Service Innovation & Design Thinking Case Studies on Service Innovation in Different Industries (Health, Banking, Hospitality) Future Trends: Smart Services, IoT, Sustainability & Green Practices	
Textbook and References:	
1. Textbook:	
○ <i>"Service Operations Management: Improving Service Delivery"</i> by David P. Waters (Pearson, 2nd Edition)	
2. Additional Readings:	
○ <i>"Services Marketing: People, Technology, Strategy"</i> by Christopher Lovelock and Jochen Wirtz (Pearson, 9th Edition)	
○ <i>"Operations Management for Services"</i> by Ray R. Venkataraman and Jeffrey K. Praveen (Cengage Learning)	
○ <i>"The Service Profit Chain: How Leading Companies Link Profit and Growth to Loyalty, Satisfaction, and Value"</i> by James L. Heskett, W. Earl Sasser, and Leonard A. Schlesinger (Free Press)	
3. Supplementary Resources:	

- Academic articles on service operations management from journals like *Journal of Service Research*, *International Journal of Operations & Production Management*, and *Journal of Service Management*.
- Online resources: MOOCs on Service Operations Management.

COEP TECH-MBA

PSC3 :Quality Management	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO No.	COGNITIVE ABILITIES	Course Outcome Statement
CO1	Understand	Explain the fundamental principles and evolution of Quality Management.
CO2	Analyze	Analyze Quality Management frameworks like TQM, Six Sigma, and ISO Standards.
CO3	Apply	Apply quality improvement tools to optimize business processes.
CO4	Evaluate	Evaluate statistical methods used in quality control and decision-making.
CO5	Create	Design and implement quality initiatives in various industries.

Module& Topics**Hours****Module 1: Introduction to Quality Management**

5

Definition and Evolution of Quality
Dimensions of Quality (Product and Service)
Quality Management Philosophies: Deming, Juran, Crosby, Feigenbaum, Ishikawa
Cost of Quality (COQ)

Module 2: Total Quality Management (TQM)

5

Principles of TQM
TQM Implementation Framework
Customer Focus and Continuous Improvement
Leadership and Employee Involvement in TQM
Case Studies on TQM Implementation

Module 3: Quality Control Tools and Techniques

5

Seven Basic Tools of Quality (Check Sheets, Histograms, Control Charts, Pareto Analysis, Fishbone Diagram, Scatter Diagram, Flowcharts)

Module& Topics	Hours
Failure Mode and Effect Analysis (FMEA) Statistical Process Control (SPC) Poka-Yoke (Error Proofing) Benchmarking and Best Practices	
Module 4: Six Sigma and Lean Quality Management	5
Introduction to Six Sigma: DMAIC Methodology Lean Principles and Waste Reduction (Muda) Value Stream Mapping (VSM) 5S and Kaizen for Quality Improvement Case Studies in Lean and Six Sigma	
Module 5: Quality Standards and Certifications	4
ISO 9001: Quality Management System ISO 14001: Environmental Quality Management ISO 45001: Occupational Health and Safety Malcolm Baldrige National Quality Award (MBNQA) European Foundation for Quality Management (EFQM) Model	
Module 6: Quality Management in Different Sectors	3
Quality Management in Manufacturing Service Quality Management (SERVQUAL Model) Supply Chain Quality Management Quality in Healthcare, IT, and Education Sectors	
Module 7: Strategic Quality Management and Future Trends	3
Quality as a Competitive Advantage Role of AI and Big Data in Quality Management Sustainability and Green Quality Management Industry 4.0 and Smart Manufacturing	
Recommended Books	
1. "Total Quality Management" – Dale H. Besterfield 2. "Juran's Quality Handbook" – Joseph M. Juran & Joseph A. Defeo 3. "Quality Planning and Analysis" – J.M. Juran & Frank M. Gryna 4. "Quality Management Demystified" – Sid Kemp 5. "Managing for Quality and Performance Excellence" – James R. Evans & William M. Lindsay 6. "ISO 9001:2015 Handbook" – Milton P. Dentch 7. "Six Sigma: The Breakthrough Management Strategy" – Mikel Harry & Richard Schroeder	

PSC3 :ERP Modules & Integration	Semester III
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO No.	COGNITIVE ABILITIES	Course Outcome Statement
CO1	Understand	Explain the fundamental concepts and architecture of ERP systems.
CO2	Analyze	Analyze the key functional modules of ERP and their role in automation.
CO3	Evaluate	Evaluate ERP integration with finance, HR, and supply chain operations.
CO4	Apply	Demonstrate the ERP implementation process, including customization.
CO5	Evaluate	Identify challenges and best practices in ERP deployment and change management.

Module & Topics**Hours****Module 1: Introduction to ERP**

5

Definition and Evolution of ERP Systems

ERP Architecture and Deployment Models (On-Premise, Cloud, Hybrid)

Benefits and Challenges of ERP Implementation

Major ERP Vendors (SAP, Oracle, Microsoft Dynamics, NetSuite, etc.)

Module 2: Core Functional ERP Modules

6

Financial Management Module (General Ledger, Accounts Payable/Receivable, Budgeting)

Human Resource Management (HRM) Module (Payroll, Employee Self-Service, Training)

Supply Chain Management (SCM) Module (Procurement, Inventory, Logistics)

Manufacturing & Production Planning Module (MRP, Capacity Planning)

Customer Relationship Management (CRM) Module (Sales, Marketing, Analytics)

Module 3: ERP System Integration

5

Module & Topics	Hours
Data Flow and Interconnectivity Across ERP Modules Enterprise Application Integration (EAI) with Third-Party Systems Integration with Business Intelligence (BI) and Analytics ERP and Internet of Things (IoT) for Smart Business Operations	
Module 4: ERP Implementation & Customization	5
ERP Implementation Life Cycle (Selection, Planning, Execution, Deployment) Business Process Reengineering (BPR) and ERP Customization Role of Consultants and End-User Training in ERP Adoption Post-Implementation Challenges and Change Management	
Module 5: Advanced ERP Technologies & Trends	4
Cloud ERP vs. On-Premise ERP AI and Machine Learning in ERP Systems Blockchain Applications in ERP for Security and Transparency ERP in Industry 4.0 (Smart Factories, Digital Twins, Predictive Maintenance)	
Module 6: Case Studies & ERP Software Demonstration	5
Case Studies on ERP Success and Failures in Different Industries Live Demonstration of ERP Systems (SAP ERP, Oracle ERP, Microsoft Dynamics, etc.) Hands-on ERP Simulation or Mini-Project on ERP Implementation	
Recommended Books	
1. "Enterprise Resource Planning" – Alexis Leon	
2. "Concepts in Enterprise Resource Planning" – Ellen Monk & Bret Wagner	
3. "ERP Demystified" – Alexis Leon	
4. "Enterprise Resource Planning: Fundamentals of Design and Implementation" – P. K. Gupta	
5. "ERP: Making It Happen – The Implementers' Guide to Success with Enterprise Resource Planning" – Thomas F. Wallace & Michael H. Kremzar	
6. "Cloud Computing and ERP Systems" – Sudhir L. Agarwal	

Semester IV**Program Core Courses**

PCC-1 Corporate Governance and Business Ethics	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome Students will be able to
CO1	UNDERSTAND	To discuss unethical business practices with examples and how through codes of business ethics the companies could avoid them.
CO2	APPLYING	To explain the nature, aspects and the growing importance of business ethics in today's economy.
CO3	ANALYZE	To examine the vital characteristics of Business ethics and ethical problems arising in a business organization.

Unit & Topics**Hours****Unit 1: Conceptual Framework of Corporate Governance**

8

Introduction, Need, and Scope of Corporate Governance
 Evolution and Global Developments in Corporate Governance
 OECD Principles and Various Global Committees (Cadbury, Greenbury, Hamel)
 Corporate Governance in India (CII Code, Naresh Chandra, Birla, Murthy, Irani, Kotak)
 Board Responsibilities, Committees, Selection & Training

Unit 2: Stakeholders and Legislative Framework

8

Independent Directors, Whistle Blower Policy, Insider Trading
 Legislative Framework (Listing Agreement, Clause-49, SEBI, Companies

Unit & Topics	Hours
Act)	
Corporate Governance and Stakeholder Responsibilities	
Unit 3: Introduction to Ethics & Business Ethics	8
Ethics, Business Ethics - Concepts & Determinants	
Importance of Business Ethics in Decision-Making	
Ethical Issues (Individual, Local, Global)	
Ethics in Functional Areas (Finance, Marketing, HRM, IT, IPR)	
Unit 4: Case Studies on Corporate Governance & Business Ethics	6
Case Studies: Enron, Satyam, Sahara, Volkswagen, Nike, Tata Steel, Infosys	

BOOKS RECOMMENDED:

1. Business Ethics -An Indian Perspective (A. C. Fernando - Pearson)
2. Business Ethics – (K. Aswathappa, J. Usha Rani, Sunanda Gundavajhala – Himalaya Publishing House)
3. Business Ethics & Corporate Governance – Jyotsna G. B., R. C. Joshi – McGraw Hill)
4. Corporate Governance – Principles & Practices (Sandeep Goel – McGraw Hill)
5. Corporate Governance in India – An Evaluation (Subhash Chandra Das – PHI Learning Pvt Ltd.)
6. Case Studies in Ethics & Corporate Governance, VOL-I, ICFAI University (OLD BOOK)

PCC-2Data Security and Cyber Law	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Develop a comprehensive understanding of cybersecurity terminologies, threats, and the significance of protecting end-user systems, critical IT infrastructure, and national security.
CO2	UNDERSTANDING	Identify and evaluate various types of cybercrimes and cyberattacks, and apply appropriate measures for prevention, mitigation, and reporting through legal channels.
CO3	APPLYING	Gain knowledge of the IT Act, 2000, and other global cyber laws to address cybercrimes and understand the legal and ethical implications of emerging technologies like AI, IoT, and blockchain.
CO4	ANALYSING	Analyze the principles of data privacy, security, and protection laws such as GDPR and India's Personal Data Protection Bill, and apply them in personal and organizational contexts.
CO5	EVALUATING	Evaluate cybersecurity plans, including policies, risk assessments, audits, and compliance strategies, to ensure effective governance and business continuity.

Unit & Topics**Hours****Unit 1: Overview of Cyber Security**

6

Cyber security threats & increasing threat landscape

Key cyber security terminologies

Protection of end-user machines & critical IT infrastructure

Cyber warfare & national security concerns

Unit & Topics	Hours
Case Studies on cyber security breaches	
Unit 2: Cybercrimes & Threats	8
Cybercrimes targeting computer systems and mobile devices	
Online scams and frauds (email scams, phishing, credit/debit card fraud, cyberbullying)	
Cybercrime against individuals (cyber grooming, stalking, child pornography)	
Social engineering attacks & identity theft	
Cyber police stations, crime reporting procedures, Case Studies	
Unit 3: Cyber Law & Legal Framework	6
Cybercrime legal landscape around the world	
IT Act, 2000, and its amendments	
Cyber offences under IT Act, corporate governance, and legal challenges	
Laws related to AI, IoT, Blockchain, and Social Media	
Unit 4: Data Privacy & Data Security	7
Understanding data types: meta-data, big data, and non-personal data	
Data privacy vs. data security	
Personal Data Protection Bill & global data protection laws (GDPR, PIPEDA)	
Social media-related privacy concerns	
Unit 5: Cyber Security Management	3
Cyber security policies and planning	
Business continuity & cyber risk assessment	
National Cyber Security Strategy	

Textbooks:

1. Cyber Security Understanding Cyber Crimes, Computer Forensics and Legal Perspectives by Sumit Belapure and Nina Godbole, Wiley India Pvt. Ltd.

Reference Books:

1. Information Warfare and Security by Dorothy F. Denning, Addison Wesley.
2. Security in the Digital Age: Social Media Security Threats and Vulnerabilities by Henry A. Oliver, Create Space Independent Publishing Platform.

3. Data Privacy Principles and Practice by Natraj Venkataramanan and Ashwin Shriram, CRC Press.
4. Information Security Governance, Guidance for Information Security Managers by W. KragBrothy, 1st Edition, Wiley Publication.
5. Auditing IT Infrastructures for Compliance By Martin Weiss, Michael G. Solomon, 2nd Edition, Jones Bartlett Learning.

COEP TECH-MBA

PCC-3 Global Business Environment	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO No.	COGNITIVE ABILITIES	Course Outcome Statement
CO1	Understand	Explain key concepts and frameworks of the global business environment.
CO2	Analyze	Analyze the impact of economic, political, legal, and cultural factors on international business.
CO3	Evaluate	Evaluate the role of global institutions in shaping international trade and business policies.
CO4	Apply	Apply international trade theories and strategies for global business expansion.
CO5	Evaluate	Assess contemporary global challenges and their impact on international business.

Module & Topics**Hours****Module 1: Introduction to Global Business Environment**

5

Meaning and Scope of Global Business Environment
Differences between Domestic and International Business
Globalization: Definition, Drivers, and Impact
Emerging Markets and Global Economic Shifts

Module 2: Economic Environment

5

Economic Systems: Capitalism, Socialism, and Mixed Economy
Macroeconomic Indicators: GDP, Inflation, Exchange Rates
International Trade Theories: Comparative Advantage, Porter's Diamond Model
Role of International Financial Institutions (IMF, World Bank, WTO)

Module 3: Political and Legal Environment

5

Political Systems and Their Impact on Global Business
Trade Policies: Tariffs, Quotas, and Trade Agreements (NAFTA, RCEP, EU)
Legal Environment: Intellectual Property Rights, Contract Laws

Module & Topics	Hours
Corporate Social Responsibility (CSR) and Ethical Business Practices	
Module 4: Cultural and Social Environment	5
Hofstede's Cultural Dimensions Theory	
Cross-Cultural Management and Negotiation	
Business Ethics and Global Leadership	
Social Trends and Consumer Behavior Across Markets	
Module 5: Global Business Strategies	5
Market Entry Strategies: Exporting, Licensing, Joint Ventures, FDI	
International Marketing and Branding Strategies	
Global Supply Chain and Logistics Management	
Risk Management in Global Business	
Module 6: Contemporary Issues in Global Business	5
Digital Transformation and E-commerce in Global Business	
Impact of COVID-19 and Future Pandemics on Global Trade	
Trade Wars and Geopolitical Risks	
Sustainable Development Goals (SDGs) and ESG Practices	

Recommended Books

1. **"International Business: Competing in the Global Marketplace"** – Charles W.L. Hill & G. Tomas M. Hult
2. **"Global Business Today"** – Charles W.L. Hill
3. **"The Global Business Environment: Meeting the Challenges"** – Janet Morrison
4. **"International Business"** – John D. Daniels, Lee H. Radebaugh, Daniel P. Sullivan
5. **"International Economics"** – Paul Krugman & Maurice Obstfeld
6. **"The World is Flat"** – Thomas L. Friedman

PCC4 : Leadership and Strategic Thinking	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Recall fundamental concepts, terms, and frameworks related to strategic thinking.
CO2	UNDERSTANDING	Explain the significance of strategic thinking in organizational contexts and differentiate it from strategic planning.
CO3	APPLYING	Apply strategic frameworks and tools (e.g., SWOT, PESTLE, scenario planning) to real-world business scenarios.
CO4	ANALYSING	Analyze complex business challenges and identify the interdependencies within and between functional areas.
CO5	EVALUATING	Evaluate strategic alternatives and decision-making approaches for their effectiveness in various business environments.
CO6	CREATING	Develop innovative and actionable strategies to address dynamic business problems and align them with organizational goals.

Unit & Topics**Hours****Unit 1: Introduction to Strategic Thinking and Management****5**

Definition and Scope of Strategic Thinking

Difference Between Strategic Thinking and Strategic Planning

Characteristics of a Strategic Thinker

Levels of Strategy: Corporate, Business, and Functional

Strategic Thinking vs. Operational Thinking

Importance of Vision, Mission, and Goals in Strategic Thinking

Case Studies: Historical examples of strategic success and failures

Unit & Topics	Hours
Unit 2: Tools and Frameworks for Strategic Analysis Environmental Scanning: Internal and External Analysis SWOT Analysis, PESTLE Analysis Industry and Competitor Analysis: Porter's Five Forces, Value Chain Analysis Scenario Planning and Forecasting Strategic Decision-Making Tools: BCG Matrix, GE/McKinsey Matrix, Blue Ocean Strategy Case Studies: Using tools in real-world scenarios	5
Unit 3: Strategic Thinking in Functional Areas of Management Integration of Strategic Thinking in Key Functional Areas: Marketing, Finance, Operations, HR Linking Functional Strategies to Corporate Strategy Cross-functional Collaboration for Strategy Development Case Studies: Functional strategies driving organizational success	5
Unit 4: Leadership and Strategy Execution Role of Leadership in Strategic Thinking and Execution Developing Strategic Alignment Across Teams Challenges in Strategy Execution: Communication Barriers, Resistance to Change, Resource Allocation Key Models for Strategy Execution: Balanced Scorecard, OKRs (Objectives and Key Results) Case Studies: Leadership's role in successful strategy execution	5
Unit 5: Decision-Making in Strategic Thinking Strategic Decision-Making Under Uncertainty Decision-Making Frameworks: Rational Model, Incremental Model, Garbage Can Model Ethics and Social Responsibility in Strategic Decision-Making Case Studies: Ethical dilemmas and strategic decisions	5
Unit 6: Innovation, Adaptability, and Sustainability in Strategy The Role of Innovation in Strategic Thinking: Disruptive Innovation, Business Model Innovation Global Perspectives in Strategic Thinking: Strategies for Global Expansion Case Studies: Sustainable and innovative strategic practices	5

Textbooks:

1. "Strategic Management: Concepts and Cases" Fred R. David, Forest R. David
2. "Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant" W. Chan Kim, Renée Mauborgne
3. "Competitive Strategy: Techniques for Analyzing Industries and Competitors" Michael E. Porter

Reference Books:

1. "Strategic Thinking for Leaders: A Systems Approach to Creating and Sustaining Value" J. William R. Barger, Brian G. Dive
2. "Strategy Safari: A Guided Tour Through the Wilds of Strategic Management" Henry Mintzberg, Bruce Ahlstrand, Joseph Lampel

PCC-5: CONFLICT AND NEGOTIATION	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome: (Student will be able to)
CO1	REMEMBERING	Know the key terms, types, evolution in Conflict and management
CO2	UNDERSTANDING	Understand the fundamental concepts and principles ,reasons for conflict, various types & team conflicts
CO3	APPLYING	Apply the models learned ,contemporary practices in real business world
CO4	ANALYSING	Construct conflict handling mechanisms ,existing approaches
CO5	EVALUATING	Evaluate the learned appropriate mechanisms as per the situation
CO6	CREATING	Manage conflicts in amicable ways

Unit & Topics**Hours****Unit 1: Introduction to Conflict**

5

Understanding conflict: Components, perspectives, and types

Models of conflict – Process and Structural Models

Functional & dysfunctional conflict, impact on team performance

Levels of conflict – Intrapersonal, Interpersonal, Group & Organizational

Sources of conflict – Intrapersonal, Interpersonal, Group & Organizational

Unit 2: Conflict Management Design

5

Nature of conflict management & contingency approach

Conflict management process & domain

Conflict trends, distribution, mapping, and tracking

Unit & Topics	Hours
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Unit 3: Managing Conflict

8

Managing interpersonal conflict: Thomas conflict resolution approach
 Behavioural styles & conflict handling
 Cosier Schank model, collaboration & conflict resolution
 Dealing with difficult subordinates, bosses & colleagues
 Techniques to resolve team conflict
 Strategies to resolve organizational conflict
 Effective listening, dialogue skills, humor in conflict resolution
 Negotiation as a tool for conflict resolution

Unit 4: Conflict Resolution and Cost

5

Conflict resolution models: Framework model, classical ideas
 New developments in conflict resolution
 Environmental conflict resolution
 Gender and conflict resolution
 Assessing the cost of workplace conflict

Unit 5: Negotiations

8

Negotiation strategies – Types, process, and success factors
 Essential negotiation skills and psychological advantage
 Techniques of negotiation, issues in negotiations
 Strategies for distributive & integrative bargaining
 Finding and using negotiation power, sources of power
 Ethics in negotiation

Managing Difficult Negotiations

Third-party interventions: Arbitration, Mediation, Process Consultation
 Informal intervention methods
 Best practices in negotiation

RECOMMENDED BOOKS:

1. **Textbooks:** Corporate Conflict Management - Concepts and Skills, Eirene Leela Rout, Nelson Omiko, Prentice India, 2007.
2. Negotiations, Roy J. Lewicki, David M. Saunders, Bruce Barry, 5/e, Mc Graw Hill, 2005, ISBN: 9780072973075.

Reference Books

1. Managing conflict and negotiation, B.D. Singh, 1st edition, Excel books, 2008.

2. Conflict Management: Practical guide to develop negotiation strategies, Barbara A Budjac Corvette, Pearson Prentice Hall, 2006, ISBN: 8174466428, 9788174466426
3. Managing Conflict in Organizations, M. Afzalur Rahim, 4th Edition, Transaction Publishers, 2011, ISBN 1412844258, 9781412844253.

Andragogy

1. Lectures
2. Case Studies
3. Role plays
4. Journal writing

PCC6: Business Simulation	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome Students will be able to
CO1	UNDERSTAND	Apply theoretical business concepts in simulated environments
CO2	APPLYING	Enhance team collaboration and communication
CO3	ANALYZE	Understand complex organizational interactions
CO4	EVALUATE	Develop strategic decision-making capabilities
CO5	CREATE	Build financial and operational management skills

Unit & Topics**Hours****Unit 1: Foundational Knowledge****6**

1.1 Business Fundamentals Introduction – Organizational structures, Team formation, Management principles

1.2 Financial Management Basics – Accounting principles, Financial statement analysis, Cash flow fundamentals, Financial modeling workshop

1.3 Strategic Management Overview – SWOT analysis, Competitive landscape, Decision-making frameworks, Case study

1.4 Marketing Fundamentals – Market segmentation, Consumer behavior, Branding, Marketing strategy development

1.5 International Business Context – Global market dynamics, Economic & geopolitical analysis, Trade principles

Unit 2: Theoretical Preparation**6**

2.1 Comprehensive Business Scenario Introduction – Simulation framework, Company roles, Market conditions briefing

2.2 Financial Modeling Workshop – Advanced spreadsheets, Projections, Budgeting, Investment analysis, Risk assessment

2.3 Strategic Planning Deep Dive – Competitive analysis, Scenario

Unit & Topics	Hours
planning, Decision-making, Team strategy session	
Unit 3: Marketing Strategy Development	6
3.1 Marketing Strategy Development – Advanced research, Customer segmentation, Positioning, Communication planning	
3.2 Operations & Supply Chain Management – Logistics optimization, Cost management, Efficiency improvements	
3.3 Integrated Business Simulation Preparation – Scenario walkthrough, Risk management, Simulation rules	
Unit 4: Simulation Execution – Immersive Business Experience	6
4.1 Simulation Rounds – Quarterly business simulation cycles, Decision-making, Performance tracking	
4.2 Intermediate Feedback – Progressive complexity introduction, Adaptive challenge mechanisms	
Unit 5: Reflection and Analysis – Learning Consolidation	6
5.1 Comprehensive Performance Review – Simulation results, Impact assessment, Lessons learned	
5.2 Industry Expert Panel – Guest speakers, Business insights, Q&A, Career guidance	
5.3 Final Presentation Preparation – Team presentations, Strategic narrative, Data-driven insights	
5.4 Final Simulation Showcase – Team performance, Reflection, Awards, Course conclusion	

PCC7: DISSERTATION	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome: (Student will be able to)
CO1	APPLYING	Apply the subject knowledge learned over two years
CO2	ANALYSING	Research must be carried out based on the selected topic, identifying problem statement, type of data analysis and tools, write research based paper for the selected subject
CO3	EVALUATING	Appropriate tools should be used for carrying out research
CO4	CREATING	Compile a report, write and solve organization challenges

DISSERTATION NOTE**Introduction:**

Dissertation is academic writing based on research.

A dissertation is a report of an extensive original research project completed as the final requirement for MBA

Dissertations give students an opportunity to:

- Explore their area of interest in depth.
- Demonstrate accuracy and skills in investigating and discussing a problem.
- Manage a critical project from the beginning to the end, most probably, for the first time.
- Apply the skills they have learned in college in a more practical way.
- Experience the process of producing knowledge.

A dissertation is a substantial document that examines a subject and reviews different points of view (about the said subject) based on original research. It demonstrates the author's mastery of the subject, scholarly methods, the main facts, and unique points of view in it.

Duration:

Dissertation takes place in fourth semester.

It is the culmination of the entire course studies undertaken during the two years.

Presentations:

A detailed individual presentation of the research will be scheduled based on selected topics.

Project Report:

Project report will be used as guideline for the work students have completed during the Dissertation. Students need to make sure that they submit a complete report to the college.

Guidelines for project report shall be shared in the classroom.

Evaluation:

Total marks allotted: 100 External Viva will be conducted.

Program Specialization Courses -Finance Semester IV

PSC -1: Insurance Management	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Grasp the basic concepts and principles of insurance, including the differences between life and general insurance.
CO2	UNDERSTANDING	Explain the importance, nature, and functions of various types of insurance such as life, fire, and marine insurance.
CO3	APPLYING	Apply knowledge of insurance contracts and policies to real-world scenarios and case studies.
CO4	ANALYSING	Analyze different types of insurance policies and their implications for policyholders and insurers.
CO5	EVALUATING	Evaluate the impact of privatization on the insurance business and compare the performance of private and government insurance companies.
CO6	CREATING	Develop strategies for effective insurance management, including premium payments, claim settlements, and policy revival.

Unit & Topics**Hours****Unit 1: Introduction to Insurance**

3

Concept & Principles of Insurance

Types of Insurance

Role of IRDAI (Insurance Regulatory and Development Authority of India)

Unit 2: Life Insurance

6

Need & Overview

Types of Life Insurance

Factors Affecting Life Insurance

Unit & Topics	Hours
Premium Calculations	
Role of Actuarial Science in Life Insurance	
Legal Aspects of Life Insurance Contracts	
Unit 3: Fire & Marine Insurance	6
Importance & Types of Fire Insurance	
Marine Insurance Types & Coverage	
Differences Between Fire & Marine Insurance	
Risk Assessment & Premium Calculations	
Analysis of Claim Settlements	
Legal & Regulatory Aspects of Fire & Marine Insurance	
Unit 4: Insurance Payment Premiums	3
Factors Affecting Premiums	
Premium Calculations & Policy Lapse	
Indian Taxation Laws on Premiums	
Unit 5: Life Insurance Claim Settlements	5
Maturity, Death & Surrender Claims	
Process of Claim Settlement	
Challenges in Life Insurance Claim Settlements	
IRDAI Guidelines on Claim Settlements	
Consumer Rights & Grievance Redressal	
Unit 6: General Insurance Claim Settlements	5
Types of General Insurance Claims	
Process of Claim Settlements	
Challenges in General Insurance Claim Settlements	
IRDAI Guidelines on Claim Settlements	
Consumer Rights & Grievance Redressal	
Unit 7: Insurance Business & Future Trends	2
Indian Insurance Market Overview	
Future Trends in Insurance	

Textbooks:

- (1) Life Insurance in India: Opportunities, Challenges and Strategic Perspective by H. Sadhak
- (2) Principles and Practice of Insurance

Reference Books: IRDAI Handbook

PSC -2: Taxation	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Remembering various concepts of taxation
CO2	UNDERSTANDING	Understanding procedures of taxation
CO3	APPLYING	Applying knowledge of tax laws
CO4	ANALYSING	Analysing case studies in direct and indirect tax

Unit & Topics**Hours****Unit 1: Introduction to Taxation**

4

Right to Collect Tax
 Progressive vs Regressive Tax
 Direct vs Indirect Tax
 Adam Smith's Canons of Taxation
 Tax Planning vs Tax Management
 Tax Avoidance vs Tax Evasion

Unit 2: Direct Tax - I

10

Heads of Income
 Income from Capital Gains
 Meaning of Capital Assets
 LTCG & STCG
 Indexation & Exemptions under Capital Gain
 Profits & Gains from Business & Profession (PGBP)
 Allowable Expenses & Depreciation
 Numerical on Capital Gains & PGBP

Unit 3: Direct Tax - II

8

Unit & Topics	Hours
Corporate Taxation	
Tax Saving Schemes	
Voluntary Income Disclosure Scheme (VIDS)	
ITR Filing & Assessment Procedure	
Tax Audit	
International Taxation: Transfer Pricing & DTAA	
Income Computation & Disclosure Standards (ICDS) Principles	
Unit 4: Goods & Services Tax (GST) - I	10
Benefits of GST	
Definition of Goods & Services	
Input Tax Credit (ITC)	
CGST, SGST, IGST	
Valuation Rules	
Taxation of Import & Export under GST	
Unit 5: Goods & Services Tax (GST) - II	8
Need for Registration	
Registration Process & Timing	
Pros & Cons of Voluntary Registration	
Reverse Charge Mechanism (RCM)	
RCM in Goods & Services	
Liability in Case of RCM	
Composition Scheme: Eligibility & Procedure	
Quarterly Return Monthly Payment (QRMP) Scheme	
Restrictions for Composite Dealers	
Reference Books:	
1. Taxmann's Students' Guide to Income Tax & GST 2024-25	
2. Corporate Tax Planning and Business Tax procedures – V K Singhania	
3. Taxmann – GST Act with Rules	

PSC -3: International Finance	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes (COS)

CO No.	COGNITIVE ABILITIES	Course Outcome Statement
CO1	Understand	Define and describe various concepts from international finance.
CO2	Understand	Demonstrate an understanding of the basics of the foreign exchange market and exchange rates.
CO3	Apply	Explain how to use foreign exchange derivatives and other techniques to manage foreign exchange exposures of firms.
CO4	Analyze	Identify and distinguish between different kinds of foreign exchange management techniques, including hedging and currency arbitrage.
CO5	Analyze	Interpret the exact nature of issues pertaining to multinational financing and investment decisions.
CO6	Apply	Apply the concepts of transaction exposure and its various types to real business and investment decision scenarios.
CO7	Evaluate	Evaluate the impact of international taxation systems and legal aspects on international financial transactions.
CO8	Create	Develop an understanding of International Financial Reporting Standards (IFRS) and Indian Accounting Standards (IAS) in the context of Foreign Exchange Trade Settlement in India through SWIFT, CHIPS, CHAPS, M-Bridge, etc.

Unit & Topics**Hours****Unit 1: Introduction to International Finance**

6

Meaning, Goals, Importance, and Scope of International Finance
 Challenges of International Finance
 Finance Function in a Global Economy
 Global Financial Systems and Markets

Unit & Topics	Hours
Participants in the Global Financial System International Monetary System & Exchange Rate Regimes Role of International Financial Institutions (IMF, World Bank, SDRs, EMLI) Case Studies: Challenges in International Finance	
Unit 2: The Foreign Exchange Market	8
Structure of Foreign Exchange Markets Types of Foreign Exchange Transactions & Settlement Exchange Rate Quotations & Arbitrage Interest Rate Parity, Purchasing Power Parity, Fisher's Parity Forecasting Exchange Rates: Efficient Market, Fundamental & Technical Approaches Global Financial Markets and Interest Rates Convertibility of Currency & Exchange Rate Mechanisms Case Studies: Interest Rate & Purchasing Power Parity	
Unit 3: Transactions in Foreign Exchange Market	8
Spot, Forward, Future, Swap, and Option Transactions Risk Management in Foreign Exchange Objectives of Hedging Policy Currency Futures & Options Measurement of Exposure and Risk Managing Transaction & Operating Exposure International Financing Decisions and Borrowing Options Foreign and Euro Bond Markets & Types of Bonds Case Studies: Hedging Strategies	
Unit 4: International Legal Framework & Taxation	4
Nature of the International Legal System International Double Taxation and Regulatory Mechanisms Money Laundering: Nature, Stages, and Methods Role of FATF in Anti-Money Laundering Regulations Case Studies: Money Laundering and International Taxation	
Unit 5: International Financial Risk Management	6
Foreign Exchange Risk & Currency Risk Management Risks in International Financial Investments: FDIs & Political Risks IFRS & IAS in International Financial Reporting Foreign Exchange Trade Settlement in India	

Unit & Topics

Hours

Project Appraisal in the International Context

Case Studies: Currency Risk Management

A) Textbook:

- 1) Apte, P.G. (2003) International Finance, Tata McGraw Hill
- 2) Copeland (2007, Fourth Edition) Exchange Rates and International Finance, Pearson Education.
- 3) Srivastava, Rajiv (2014) International Finance, Oxford University Press

B) Reference Books:

- 1) Butler (Second Edition) Multinational finance, Thomson South-Western College Publishing
- 2) Desai, Mihir, A. (2006) International Finance: A Case Book, Wiley India.
- 3) O'Brian (Second Edition) International Finance, Oxford University Press
- 4) Levi (Fourth and Third Edition) International Finance Contemporary Issues, Routledge

C) Web Sources on International Finance

- 1) <https://onlinelibrary.wiley.com/journal/14682362>
- 2) <https://www.alphagamma.eu/finance/best-finance-websites/>
- 3) <https://library.ccis.edu/finance/international>
- 4) <https://www.routledge.com/Routledge-Library-Editions-International-Finance>
<https://dealroom.net/resources/the-current-state-of-m-a>

PSC -4: Financial Risk Management	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	UNDERSTAND the need and aspects of financial risk
CO2	UNDERSTANDING	Describe the various financial risk management tools and techniques available to an individual and to corporates
CO3	APPLYING	IDENTIFY various real-life problems and measure to solve the same using financial risk management techniques
CO4	ANALYSING	DETERMINE the ways of financial risk management techniques to be established for various situations
CO5	EVALUATING	EXPLAIN various financial risk management methods available for various research.
CO6	CREATING	CREATE analytical reports of risk management with research and data interpretations.

Unit & Topics**Hours****Unit 1: Introduction to Financial Risk Management**

6

Overview and Evolution of Financial Risk Management

Types of Risks: Market, Credit, Liquidity, Operational

Identification of Specific Risks: Currency, Interest Rate, Equity, Commodity

Regulatory Environment for Risk Management

Unit 2: Risk and Volatility Measurement

6

Variance-Covariance Approach

Calculating Portfolio Risk of More than One Asset

Stress Testing and Back-Testing

Forecasting Correlation & Volatility During Market Crashes

Unit 3: Value at Risk (VaR)

6

Concept and Applications of VaR

Computing VaR for Forex, Stocks, Fixed Income Securities

Unit & Topics	Hours
Estimating VaR in Asset Liability Management (ALM) Limitations and Challenges in VaR	
Unit 4: Corporate Risk Management	6
Roles of Back Office, Middle Office, and Front Office Total Risk and Expected Cash Flows Approaches to Risk Management: Active vs Passive Risk Management Process & Tools - Hedging, Forwards, and Futures	
Unit 5: Integrated Risk Management Framework	6
Integrated Approach to Risk Management Operational, Supervisory, and Legal Risks Accounting Issues in Risk Management Governance Ratings and Risk in Financial Institutions	

Textbooks:

1. Financial Risk Management: A Practitioner's Guide to Managing Market and Credit Risk – Steve L. Allen.

Reference Books:

1. Risk Management & Insurance, 8th e BY Williams, C Arthur et al. McGraw Hill
2. Corporate Financial and Risk Management – Nersesian, Roy L. – Jaico Publishing House.

Program Specialization Courses -Marketing Semester IV

PSC-1- Retail Marketing & E-commerce	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO No.	COGNITIVE ABILITIES	Course Outcome Statement
CO1	Understand	Explain the fundamentals of retail marketing and e-commerce.
CO2	Apply	Apply consumer behavior insights to develop retail and e-commerce strategies.
CO3	Evaluate	Evaluate retail marketing mix elements for business success.
CO4	Analyze	Analyze retail operations, inventory, and supply chain management.
CO5	Create	Implement digital marketing and omnichannel strategies for e-commerce growth.

Topics Covered**Hours**

Unit 1: Fundamentals of Retail Marketing – Definition, Scope & Importance of Retailing, Retail Formats (Organized vs. Unorganized, Department Stores, Supermarkets, Specialty Stores, Convenience Stores, Hypermarkets, E-tailing), Functions of Retailers in the Supply Chain, Emerging Trends, Challenges & Opportunities in Retail	4
Unit 2: Retail Consumer Behavior& Buying Process – Understanding Consumer Behavior in Retail, Factors Influencing Consumer Decision-Making, Role of Reference Groups & Influencers, Customer Expectations & Shopping Experience, Psychological & Social Influences on Buying Behavior	4
Unit 3: Retail Marketing Strategies (4Ps + CRM) – Product & Merchandising: Merchandise Planning, Product Range, Display & Category Management; Pricing Strategies: Discount Pricing, Psychological Pricing, Everyday Low Pricing (EDLP), High-Low Pricing; Promotion: In-store	4

Topics Covered	Hours
Promotions, Digital & Social Media Marketing, Direct Marketing; Place & People: Store Location & Design, Footfall Impact, Customer Relationship Management (CRM)	
Unit 4: Retail Operations & Performance Management – Store Layout & Visual Merchandising, Role of Technology in Retail, Inventory & Supply Chain Management, Retail Store Design & Atmospherics, Customer Service & Experience Management, Performance Metrics & Profitability Measurement	4
Unit 5: Introduction to E-commerce & Business Models – Definition, Evolution & Scope of E-commerce, Business Models (B2B, B2C, C2C, C2B, D2C), E-commerce Ecosystem (Marketplaces, Aggregators, Direct-to-Consumer), Payment Gateways, Digital Wallets, Logistics, Advantages & Challenges in E-commerce	4
Unit 6: Digital Marketing & Consumer Engagement in E-commerce – Digital Marketing Strategies, Role of SEO, SEM, Social Media & Influencer Marketing, Customer Data Analytics & Personalization, Retargeting & Remarketing, Omni-channel Marketing Strategies	4
Unit 7: E-commerce Operations & Logistics Management – Order Fulfillment & Delivery Models, Warehouse & Inventory Management, Reverse Logistics & Product Returns, Last-Mile Delivery & Hyperlocal Services, Role of AI, IoT & Blockchain in Logistics	4
Unit 8: Legal, Ethical & Security Aspects in E-commerce – Legal Framework (IT Act, Consumer Protection Act), Data Privacy & Cybersecurity, Consumer Rights in E-commerce, Intellectual Property & Copyright Issues, Ethical Issues in Online Retailing, GST & Taxation in E-commerce	4
Unit 9: Future Trends in Retail & E-commerce – Growth of Quick-Commerce & Instant Delivery Services, Rise of Social Commerce (Facebook, Instagram, TikTok Shops), Subscription-based E-commerce Models, AI, Augmented Reality (AR) & Virtual Reality (VR) in Retail, Sustainable Retailing & Green E-commerce, Future of Retail & E-commerce in India	4

Retail Marketing Books

1. **"Retailing Management"** – Michael Levy, Barton A. Weitz & Dhruv Grewal
2. **"Retail Management: A Strategic Approach"** – Barry R. Berman & Joel R. Evans
3. **"Retail Marketing Management"** – David Gilbert
4. **"Retail Management"** – Gibson G. Vedamani
5. **"Retailing: Environment and Operations"** – Fiona Ellis-Chadwick
6. **E-Commerce & Digital Marketing Books**
6. **"E-Commerce: Business, Technology, Society"** – Kenneth C. Laudon & Carol Traver
7. **"E-Business and E-Commerce Management"** – Dave Chaffey

8. **"Digital Marketing: Strategy, Implementation, and Practice"** – Dave Chaffey & Fiona
9. **"E-Commerce: Strategy, Technologies and Applications"** – David Whiteley
10. **"Introduction to E-Commerce"** – Jeffrey F. Rayport & Bernard J. Jaworski

COEP TECH-MBA

PSC-2- Services Marketing	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO No.	COGNITIVE ABILITIES	Course Outcome Statement
CO1	Understand	Explain service marketing concepts, characteristics, and global trends.
CO2	Analyze	Analyze consumer expectations, service quality, and satisfaction levels.
CO3	Apply	Apply service design, blueprinting, and recovery strategies for customer satisfaction.
CO4	Evaluate	Evaluate the effectiveness of service marketing mix elements in different industries.
CO5	Create	Innovate service marketing strategies to enhance customer equity and profitability.

Topics Covered**Hours**

Unit 1: Introduction to Services Marketing – Definition and Characteristics of Services, Types of Service Production, Scope & Objectives of Services Marketing, Classification of Services, Global & Indian Service Sector Scenario, Technology-Based Services, Comparison of Goods & Services, Services Marketing Mix, Gaps Model of Service Quality 5

Unit 2: Focus on the Consumer – Understanding Customer Expectations, Factors Influencing Service Expectations, Service Quality Dimensions, Service Encounters & Moments of Truth 5

Unit 3: Understanding & Building Customer Requirements – Research Objectives for Services, Service Research Tools, Relationship Marketing, Eliciting Complaints & Reports of Service Failures, Service Recovery Strategies across Cultures 5

Topics Covered	Hours
Unit 4: Alignment of Service Design and Standards – Strategies to Influence Customer Expectations, New Service Development, Service Design & Blueprinting	5
Unit 5: Delivering and Performing Service – Role of Service Employees, The Services Triangle, HR Strategies for Service Quality, Distribution of Services, Matching Capacity & Demand, Yield Management for Profitability	5
Unit 6: Managing the Service Promise – Service Marketing Communications Triangle, Developing a Communications Strategy, Services Communication Mix, Pricing Strategies in Services	5
Unit 7: Financial and Economic Impact of Services – Customer Satisfaction & Firm Performance, Customer Equity, Return on Marketing, Metrics for Measuring Strategic Customer Value	5

Recommended Books for Services Marketing

1. "Services Marketing: Integrating Customer Focus Across the Firm" – Valarie A. Zeithaml, Mary Jo Bitner, Dwayne D. Gremler
2. "Services Marketing: People, Technology, Strategy" – Christopher Lovelock & Jochen Wirtz
3. "Essentials of Services Marketing" – Jochen Wirtz & Patricia Chew
4. "The Service-Dominant Logic of Marketing" – Stephen L. Vargo & Robert F. Lusch
5. "Marketing Services: Competing Through Quality" – Leonard Berry & A. Parasuraman
6. "Winning in Service Markets" – Jochen Wirtz

PSC-3- B to B Marketing	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO No.	COGNITIVE ABILITIES	Course Outcome Statement
CO1	Understand	Explain the fundamentals of B2B marketing and its differences from B2C marketing.
CO2	Analyze	Analyze organizational buying behavior and decision-making in B2B markets.
CO3	Apply	Apply segmentation, targeting, and positioning strategies in B2B contexts.
CO4	Evaluate	Evaluate B2B marketing channels, distribution, and digital trends.
CO5	Create	Implement insights from real-world B2B case studies into marketing strategies.

Module & Topics	Hours
Module 1: Introduction to B2B Marketing – Definition, Scope, Differences Between B2B & B2C, Market Characteristics, Key Trends & Challenges	4
Module 2: Organizational Buying Behavior – Buying Decision Process, Types of Business Customers, Buying Center Roles, E-Procurement	4
Module 3: Market Segmentation & Targeting – B2B Market Segmentation Strategies, Targeting & Positioning, CRM in B2B	4
Module 4: B2B Marketing Strategies & Digitalization – Product & Service Strategies, Value Creation, Role of AI, Automation & Analytics in B2B	3
Module 5: B2B Marketing Channels & Distribution – Direct vs. Indirect Distribution, Channel Conflict & Management, Industrial Distribution Strategies, Digital Platforms	3
Module 6: Pricing Strategies in B2B Markets – Cost-Based, Value-Based, Competition-Based Pricing, Negotiation, Dynamic Pricing, Subscription Models	3
Module 7: Relationship Marketing & Key Account Management – Building	3

Module & Topics	Hours
Long-Term Customer Relationships, Key Account Management (KAM), Customer Retention & Loyalty	
Module 8: B2B Marketing Communication & Lead Generation – Content Marketing, Trade Shows, Online Networking, Sales Funnel & Lead Generation	3
Module 9: Case Studies & Industry Applications – Best Practices, Real-World Applications, Case Study Discussions Across Industries	3

Recommended Books

1. **"Business Marketing Management: B2B"** – Michael D. Hutt & Thomas W. Spoh
2. **"The B2B Social Media Book"** – Kipp Bodnar & Jeffrey L. Cohen
3. **"B2B Marketing: A Guidebook for the Classroom to the Boardroom"** – Uwe G. Seebacher
4. **"Industrial Marketing"** – Krishna K. Havaldar & Vasant M. Cavale
5. **"The Challenger Sale: Taking Control of the Customer Conversation"** – Matthew Dixon & Brent Adamson

PSC-4- International Marketing	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO No.	COGNITIVE ABILITIES	Course Outcome Statement
CO1	Understand	Explain the fundamentals of international marketing and globalization.
CO2	Analyze	Analyze the global business environment and its impact on marketing decisions.
CO3	Apply	Apply market entry strategies and international trade principles.
CO4	Evaluate	Evaluate international branding, distribution, and communication strategies.
CO5	Create	Innovate marketing strategies based on emerging global trends and digital transformation.

Module & Topics	Hours
Module 1: Introduction to International Marketing – Concept, Dimensions, Entry to Foreign Markets, EPRG Framework, Globalization & Business Implications	4
Module 2: Globalization & International Business Environment – Factors Driving Globalization, Challenges, Business & Firm-Specific Drivers, Obstacles, Principles of Market-Oriented Companies	4
Module 3: International Marketing Process & Market Entry Strategies – Market Development, International Business Environment, Regional Trade Groups, Free Trade & Protectionism, Foreign Market Entry Modes, Strategic Alliances	6
Module 4: International Product & Branding Strategies – Product Strategy, International Product Life Cycle (IPLC), Branding Strategies	3

Module & Topics	Hours
Module 5: International Distribution & Retailing – Channel Choice, Direct vs. Indirect Distribution, Physical Distribution & International Retailing	4
Module 6: International Marketing Communications – Communication Issues in Global Markets, Integrated Marketing Communication (IMC)	3
Module 7: International Pricing Strategies – Price Standardization, Pricing Strategies & Decisions in Global Markets	3
Module 8: Research & Future Trends in International Marketing – Marketing Research, Strategic Relationships, Future of International Marketing	

Recommended Books for International Marketing

1. **"International Marketing"** – Philip R. Cateora, Mary C. Gilly, & John L. Graham
2. **"Global Marketing"** – Warren J. Keegan & Mark C. Green
3. **"International Marketing Strategy"** – Isobel Doole & Robin Lowe
4. **"Export Marketing: Global Business Management"** – B. Bhattacharya
5. **"The New Rules of Global Marketing"** – David Meerman Scott
6. **"Global Marketing Management"** – Kotabe & Helsen

Program Specialization Courses -Human Resource Management Semester IV

PSC-1- HR Analytics	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
		Course Outcomes At the end of the course, the students will be able to
CO1	REMEMBERING	Remember the levels of HR Analytics and its use in different HR verticals.
CO2	UNDERSTANDING	Understand the overview of HR system design
CO3	APPLYING	Apply the use of data for decision making in different HR verticals
CO4	ANALYSING	Identify metrics relevant to various HR problems.
CO5	EVALUATING	Select visualization to analyze given workforce data.
CO6	CREATING	Create dashboards for HR functions for a given organization.

Units**Hours**

Unit 1: HR Analytics – Overview – Definition, evolution, HR metrics for measuring results, Process vs. Outcome, Efficiency vs. Effectiveness, Lead vs. Lag indicators, Challenges in measuring human capital, HR Business Framework, Balanced Scorecard, Workforce questions, Strategic case analysis. 7

Unit 2: Recruitment Metrics – Fill-up ratio, Time to hire, Cost per hire, Early turnover, Termination during probation, Channel efficiency mix (Direct, Referral, Agency, Lateral hires), Offer rejection rate, Fulfillment ratio, Quality of hire, Diversity Metrics (Workforce Diversity Index, Gender Mix, Differently-abled Index), Implementation challenges. 7

Unit 3: Learning & Development Metrics – Training need identification, Make or Buy Model, Training effectiveness evaluation, Percentage of employees trained (Internal vs. External), Training hours and cost per employee, ROI 7

Units	Hours
calculation in training.	
Unit 4: Internal Mobility Metrics – Career Progression Indices (Promotion index, Rotation index, Career Path Index, Succession Readiness Index), People Deployment Metrics (Employees per Manager, Workforce Age & Service Profiling, Churn Index, Separation Clearance Time).	7
Unit 5: HR KPI Dashboard – Calculating HR KPIs, Scorecard based on Recruitment, Training & Development, Employee Retention, and Turnover.	7

Textbooks:

1. Dipak Kumar Bhattacharya, HR Analytics – Understanding Theories and Applications, 1st edition, Sage Publication.
2. Tracey Smith, 2013, HR Analytics: The What, Why and How, Createspace Independent Publication.
3. Dr. Martin R. Edwards, Kirsten Edwards, Predictive HR Analytics: Mastering the HR Metric, 1st Edition, 2016, Kogan Page.

Reference Books:

1. S Dhir, and S Pal, HR Analytics: Theory and Application, Cengage, 1st Edition, 2020, ISBN 978-9353505295. Theory, Wiley, 1st Edition, 2020, ISBN 978-9390421558.

PSC-2- Current Trends In HRM	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO	Cognitive Abilities	Course Outcomes
CO1	Understand	To Understand and analyze Current trends in HRM and their implications in the workplace.
CO2	Analyse	To analyze the impact of technology and AI in HRM.
CO3	Apply	Apply Currents Practices for data-driven decision-making.
CO4	Evaluating	Examine HR strategies for workforce diversity, gender equality, and employee engagement.
CO5	Creating	To Develop HR strategies for employee engagement and performance optimization.

Topics**Hours**

Unit 1: Introduction to HR Trends – Definition and Key Concepts, Evolution of HR Trends since 2015, Factors Driving HR Transformation, Role of Digital Disruptions in HR. 6

Unit 2: Emerging HR Trends – Technology in HRM, AI in Recruitment & Selection, HR Data Analytics for Strategic Decision-Making, Cloud and Mobile HR Solutions, Gig Economy and Its Impact, Remote and Hybrid Work Models. 6

Unit 3: Shifting HRM Priorities – Workforce Diversity Management, Gender Parity & Pay Equality, Mentorship & Career Growth, Changing Skill Demands, Re-engineering Workflows, Decentralization of Workspaces, Work-Life Balance. 6

Unit 4: Strengthening HR Functions with Modern Trends – Modernizing Recruitment & Selection, Employee Performance & Satisfaction, Strategic HR Planning, Digital Performance Management, Data-Driven Career & Succession Planning, Effective Rewards & Recognition, Automating HR Processes, Enhancing Organizational Culture. 6

Topics	Hours
Unit 5: HR Technology and Future Trends – Digital Transformation & Cloud HR Systems, Gamification & Virtual Reality in HR, Future Challenges & Opportunities in HR.	6

Recommended Textbooks and References:

1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi
2. The Future of Work: Attract New Talent, Build Better Leaders" by Jacob Punnett B, J, International Perspective on Organizational Behavior and Human resource
3. "HR 4.0: Shaping People Strategies in the Fourth Industrial Revolution" (2022).
4. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi

Reference Books

1. International Human Resource Management: Managing People in a Multinational Context by Peter J Dowling et al., Third Edition (South Western)..
2. Dutt, Rudra Organizing the Unorganized Workers, Vikas Pub. House. Pvt. Ltd., New Delhi.
3. Knowledge management - enabling business Growth "ganeshnatarajan and sandhya shekhar", tata McGRAW - hill publishing company limited

PSC-3- International Human Resource management	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Know the key terms, upcoming trends in international HRM
CO2	UNDERSTANDING	To understand of the basic concepts functions and processes Domestic vs International HRM
CO3	APPLYING	Application of the models learned, contemporary practices in real business world in international HRM
CO4	ANALYSING	Analyzing & constructive strategies for existing and new challenges in International HRM
CO5	EVALUATING	Evaluate the processes & policies in International HRM
CO6	CREATING	Creating & implementing best practices in real business scenario

Topics	Hours
Unit 1: Introduction to International HRM – Evolution of HRM, Modern IHRM: Nature, Scope & Contingency Model, Role & Structure of IHRM, Policies & Functions, Forces Changing HRM, IHRM in Different Sectors, International vs. Local HR Policies.	6
Unit 2: Internationalization & Strategic IHRM – Global Business Expansion & HRM, Strategic Orientation in IHRM, Cross-Border Mergers & Acquisitions, International Alliances & Competitive Advantage, Cultural Influences in IHRM.	6
Unit 3: International Recruitment & Selection – International Staffing Approaches, Managing Expatriates, Selection Criteria for International	6

Topics	Hours
Assignments, HR Strategies for Global Workforce Mobility.	
Unit 4: Training & Development – Cross-Cultural Training for International Assignments, Developing Global Leadership, HR Strategies for International Talent Development.	6
Unit 5: Performance & Compensation in IHRM – International Compensation Strategies, Repatriation Management, Industrial Relations in an International Context, HR Compliance in Different Countries.	

Textbooks:

1. Human Resource Management by Dessler & Varkkey (Twelfth Edition) Pearson
2. Human Resource Management by Decenzo and Robbins
3. Human Resource Planning by John Bramham

Reference books

International HRM-Texts and cases- P.L.Rao

PSC-4- People Management	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO #	Cognitive Abilities	Course Outcomes
CO1	Understand	Understand the principles and functions of people management.
CO2	Analyse	Analyse workforce planning, recruitment, and selection strategies.
CO3	Apply	Apply leadership and motivation theories to manage and inspire teams.
CO4	Evaluating	Evaluate performance management, training, and development techniques.
CO5	Creating	To create awareness about how to work in a team

Topics	Hours
Unit 1: Foundations of People Management – Concept of People Management: Definition, Scope, and Importance, HRM vs. People Management, Roles & Responsibilities of a Manager, Key Challenges: Globalization, Technology, Workforce Diversity.	5
Unit 2: Leadership and Motivation – Leadership Theories (Trait, Behavioral, Situational, Transformational), Motivation Theories (Maslow, Herzberg, McGregor, Vroom), Real-world Applications and Case Studies on Leadership & Motivation.	5
Unit 3: Workforce Planning and Talent Acquisition – Workforce Planning Strategies, Recruitment & Selection Process, Employer Branding & Employee Value Proposition, Diversity & Inclusion in Hiring.	5
Unit 4: Performance Management and Development – Performance Appraisal Methods, Training & Development Strategies, Career Growth &	5

Topics	Hours
Succession Planning, Employee Engagement & Retention.	
Unit 5: Legal and Ethical Aspects of People Management – Employment Laws & Labor Regulations, Ethical Considerations, Workplace Harassment & Anti-Discrimination Policies, Corporate Social Responsibility (CSR) in People Management.	5
Unit 6: Conflict Resolution and Negotiation – Types & Causes of Workplace Conflicts, Conflict Resolution Techniques, Negotiation Strategies, Managing Employee Relations.	

Textbooks:

1. Luthans F., "Organizational Behavior", 10th Ed., McGraw-Hill Companies. (2004)
2. McShane, Steven L. and Mary Ann Von Glinow, Organizational Behaviour: Emerging Knowledge and Practice for the Real World. McGraw-Hill, latest edition, ISBN: 0-07-115113-3.
2. Bernardin, H. John and Joyce E. A. Russell. Human Resource Management: An Experiential Approach. McGraw-Hill, 6/e. ISBN: 0078029163
3. Argyris, C. (1974). Personality vs. Organization. Organizational Dynamics. Vol. 3. No. 2, Autumn.
4. Blume, B. Baldwin, T. and Ryan, K. (2013). Communication Apprehension. A barrier to students leadership, adaptability and multicultural appreciation. Academy of Management Learning & Education, Jun, Vol. 12 Issue 2, p158-172.

Reference Books

1. "People Management" by David A. DeCenzo and Stephen P. Robbins
2. "Managing Human Resources" by Scott A. Snell and George Bohlander
3. "The Essential HR Handbook" by Sharon Armstrong and Barbara Mitchell
4. "Leadership in Organizations" by Gary Yukl

Program Specialization Courses -Operations Management Semester IV

PSC-1- : Theory of Constraints	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO No.	COGNITIVE ABILITIES	Course Outcome Statement
CO1	Understand	Explain the core principles and strategic implications of TOC.
CO2	Analyze	Analyze business constraints and their impact on performance.
CO3	Apply	Apply TOC methodologies such as the Five Focusing Steps and Thinking Processes.
CO4	Apply	Implement TOC tools like DBR, CCPM, and TOC-based financial decision-making.
CO5	Evaluate	Evaluate real-world TOC case studies and assess its effectiveness.

Topics**Hours**

Module 1: Introduction to Theory of Constraints (TOC) – Systems Thinking & Constraints Management, History & Evolution (Goldratt's Contributions), The Five Focusing Steps of TOC, TOC vs. Lean, Six Sigma, & Traditional Management Approaches. 4

Module 2: Constraints in Business Operations – Identifying Business Constraints, Bottlenecks & Capacity Planning, Constraints in Service & Manufacturing Industries, Key Performance Metrics (Throughput, Inventory, Operating Expense). 3

Module 3: TOC in Manufacturing & Operations – Drum-Buffer-Rope (DBR) – Concept of Drum, Buffer, Rope, Bottleneck Identification & Process Optimization, Role in JIT & Lean Manufacturing, Case Study on TOC 4

Topics	Hours
Implementation.	
Module 4: TOC in Project Management – Critical Chain Project Management (CCPM) – Traditional Project Management vs. CCPM, Resource Constraints & Buffer Management, Multi-Project Environments, Case Study on TOC in Project Management.	3
Module 5: TOC in Supply Chain & Logistics – TOC in Inventory & Distribution Systems, Demand-Driven Supply Chains vs. Forecast-Based Supply Chains, TOC in Retail, E-Commerce & Services, Case Study on Supply Chain Optimization.	3
Module 6: TOC in Finance & Decision Making – Throughput Accounting vs. Traditional Cost Accounting, Impact on Pricing, Profitability, and Investment Decisions, Strategic Decision-Making using TOC, Case Study on Financial Decision-Making.	3
Module 7: TOC Thinking Processes (TP) – The Five Thinking Processes (CRT, EC, FRT, PRT, TT), Conflict Resolution & Problem Solving, Business Transformation Using TOC, Case Study on TOC Thinking Process.	4
Module 8: TOC and Continuous Improvement Strategies – Integrating TOC with Lean & Six Sigma, Long-Term Strategic Advantages, TOC in Service-Based Businesses (Banking, IT, Healthcare), Case Study on Business Growth Using TOC.	3
Module 9: TOC Implementation Challenges & Change Management – Barriers to TOC Adoption, Change Management Strategies, Leadership & Organizational Alignment, Case Study on TOC Success & Failures.	

Recommended Books

1. **"The Goal: A Process of Ongoing Improvement"** – Eliyahu M. Goldratt & Jeff Cox (Must-Read for MBA Students)
2. **"Theory of Constraints"** – Eliyahu M. Goldratt
3. **"It's Not Luck"** – Eliyahu M. Goldratt (TOC in Marketing & Business Strategy)
4. **"Critical Chain"** – Eliyahu M. Goldratt (TOC in Project Management)
5. **"Thinking for a Change: Putting the TOC Thinking Processes to Use"** – Lisa J. Scheinkopf
6. **"What is this Thing Called Theory of Constraints?"** – Eli Schragenheim & H. William Dettmer

7. **"Velocity: Combining Lean, Six Sigma and the Theory of Constraints to Achieve Breakthrough Performance"** – Dee Jacob, Suzan Bergland, Jeff Cox

COEP TECH. - MBA

PSC-1- : Outsourcing & Delivery Management	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Objectives (COs)

CO No.	COGNITIVE ABILITIES	Course Outcome Statement
CO1	Understand	Explain the concepts, types, and rationale behind outsourcing.
CO2	Evaluate	Evaluate outsourcing models like BPO, KPO, and IT outsourcing.
CO3	Apply	Develop vendor selection, contract negotiation, and SLA management skills.
CO4	Analyze	Analyze outsourcing risks and mitigation strategies, including legal and compliance aspects.
CO5	Apply	Implement effective outsourcing delivery models and global partnerships.

Topics**Hours**

Module 1: Introduction to Outsourcing & Business Strategy – Definition & Evolution, Core vs. Non-Core Business Functions, Advantages & Challenges, Global Outsourcing Trends (Offshoring vs. Nearshoring), Strategic Decision-Making in Outsourcing.

4

Module 2: Types of Outsourcing Models – BPO (HR, Finance, Customer Support), KPO (Research, Analytics, Data Processing), ITO (Software Development, Cloud Services, Cybersecurity), Manufacturing & Logistics Outsourcing, AI-Based Outsourcing & Gig Economy Trends.

4

Module 3: Vendor Selection & Relationship Management – Selection Criteria, RFP & RFI Process, Due Diligence & Risk Assessment, Managing Vendor Relationships & Performance Metrics, Governance Models for Long-Term Partnerships.

4

Module 4: Contract Management & SLAs – Contract Structuring &

4

Topics	Hours
Negotiation, Key Clauses (IP, Confidentiality, Exit Strategies), SLAs & KPIs, Pricing Models (Fixed Price, Time & Material, Outcome-Based), Case Study on SLA Management.	
Module 5: Outsourcing Risk Management & Compliance – Operational & Financial Risks, Cybersecurity & Regulatory Compliance (GDPR, HIPAA), Cultural & Communication Barriers, Contingency Planning & Business Continuity, Case Study on Outsourcing Failures.	4
Module 6: Outsourcing Delivery Models & Best Practices – Captive Centers vs. Third-Party Providers, Hybrid & Multi-Vendor Strategies, Nearshoring vs. Offshoring, Agile Outsourcing & DevOps in IT Outsourcing, Case Study on Global Success Stories.	4
Module 7: The Future of Outsourcing – Impact of AI, Automation & Robotics, Cloud-Based Outsourcing & XaaS (Everything as a Service), Ethical Considerations, Sustainable & Green Outsourcing Strategies, Case Study on Evolving Outsourcing Trends.	

Recommended Books

1. **"The Outsourcing Handbook: How to Implement a Successful Outsourcing Process"** – Mark J. Power, Kevin C. Desouza, Carlo Bonifazi
2. **"Global Outsourcing and Offshoring"** – Farok J. Contractor, Vikas Kumar, Sumit Kundu
3. **"The Black Book of Outsourcing"** – Douglas Brown & Scott Wilson
4. **"IT Outsourcing: Concepts, Methodologies, Tools, and Applications"** – John Wang
5. **"Strategic Outsourcing: A Structured Approach to Outsourcing Decisions and Initiatives"** – Maurice F. Greaver II
6. **"Managing Global Outsourcing Relationships"** – Julia Kotlarsky & Ilan Oshri
7. **"Multisourcing: Moving Beyond Outsourcing to Achieve Growth and Agility"** – Linda Cohen & Allie Young

PSC-2 : Enterprise Risk Management	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO#	COGNITIVE ABILITIES	Course Outcome
CO1	REMEMBERING	Define key concepts of enterprise risk management (ERM), including frameworks, governance, and organizational risk culture.
CO2	UNDERSTANDING	Explain risk identification methods and assessment techniques in various business environments.
CO3	APPLYING	Apply risk mitigation strategies and control mechanisms to minimize potential business risks.
CO4	ANALYSING	Analyze risk monitoring and reporting structures for effective risk communication and decision-making.
CO5	EVALUATING	Evaluate emerging risks and global risk management challenges in a dynamic business environment.

Topics**Hours**

Unit 1: Introduction to Enterprise Risk Management (ERM) – Definition of Risk & Risk Management, Importance of ERM, ERM vs. Crisis Management, Overview of ERM Frameworks (COSO ERM, ISO 31000), Components of ERM (Risk Identification, Assessment, Mitigation, Monitoring), Role of Risk Manager, Risk Culture & Governance, Corporate Governance & Risk Structures.

6

Unit 2: Risk Identification and Assessment – Types of Risks (Strategic, Financial, Operational, Compliance, Reputational), Industry-Specific Risk Identification, Qualitative vs. Quantitative Risk Assessment, Risk Mapping, Risk Registers, Heat Maps, Risk Probability & Impact Analysis, Tools for Risk

6

Topics	Hours
Identification (SWOT, PESTLE, Scenario Analysis, Stress Testing).	
Unit 3: Risk Mitigation and Control – Risk Response Strategies (Avoidance, Reduction, Transfer, Acceptance), Developing Risk Mitigation Strategies, Internal Controls & Policies, Role of Technology in Risk Management (Automated Controls, AI-driven Risk Monitoring), Business Continuity & Disaster Recovery, Risk Financing & Insurance, Hedging Strategies.	6
Unit 4: Risk Monitoring and Reporting – Continuous Risk Monitoring, Reviewing Risk Management Strategies, Key Risk Indicators (KRIs) & Key Performance Indicators (KPIs), Risk Reporting Structures, Communicating Risks to Stakeholders (Board, Investors, Regulators), Developing Risk Dashboards & Analytics, Auditing Risk Management (Internal & External).	6
Unit 5: Emerging Risks and Global Risk Management – Cybersecurity & Data Protection, Climate Change & Environmental Risks, Geopolitical Risks & Global Business Impact, Cross-Border Risk Challenges, ERM in Global Supply Chains & Compliance, Future of ERM (AI, Blockchain, Big Data), Evolving Role of Risk Managers.	

Textbook and References:

1. Textbook:

- *"Enterprise Risk Management: From Incentives to Controls"* by James Lam (Wiley, 2nd Edition)

2. Additional Readings:

- *"The Essentials of Risk Management"* by Michel Crouhy, Dan Galai, and Robert Mark (McGraw-Hill)
- *"Risk Management in Organizations: An Integrated Case Study Approach"* by Margaret Woods (McGraw-Hill)
- *"Managing Risk in Organizations: A Guide for Managers and Executives"* by J. Davidson Frame (Jossey-Bass)

3. Supplementary Resources:

- Research papers and articles from journals like *Journal of Risk and Financial Management*, *Risk Management*, and *International Journal of Risk Assessment and Management*.
- Reports from risk management organizations like the *Risk Management Society (RIMS)* and *ISO 31000*.

PSC-3. Technology & ERP in Operations	Semester IV
Credits: 2	LTP: 3:2:0
Teaching Learning Scheme	Examination Scheme
Lectures: 3Hrs /week	Internal Assessment: 20 Marks
	Mid Sem Assessment: 30 Marks
	External Assessment: 50 Marks

Course Outcomes:

CO No.	COGNITIVE ABILITIES	Course Outcome Statement
CO1	Understand	Explain the role of technology and ERP in operations and supply chain management.
CO2	Analyze	Analyze ERP components and functionalities in business operations.
CO3	Evaluate	Evaluate ERP integration with manufacturing, finance, and HR.
CO4	Apply	Apply ERP-based analytics and business intelligence for decision-making.
CO5	Evaluate	Assess ERP implementation challenges and best practices.

Module & Topics Hours

Module 1: Introduction to Technology in Operations – Evolution of Technology in Operations Management, Digital Transformation in Business Operations, Role of IT in Manufacturing & Service Operations, Industry 4.0 & Smart Factories (IoT, AI, Cloud Computing, Big Data). 4

Module 2: Fundamentals of ERP Systems – Definition & Evolution of ERP (MRP to ERP), Key ERP Modules (Finance, HRM, SCM, CRM, Manufacturing), Benefits & Challenges of ERP Implementation. 4

Module 3: ERP Implementation & Integration – ERP Life Cycle (Selection, Customization, Implementation, Maintenance), Business Process Reengineering (BPR) & ERP Alignment, Integration of ERP with Supply Chain, Logistics, and CRM, Case Study on ERP Success & Failure. 4

Module 4: ERP and Data Analytics in Operations – Role of Business Intelligence (BI) in ERP, Data-Driven Decision-Making, Predictive Analytics for Demand Forecasting & Inventory Management, ERP-Enabled Performance Monitoring & Reporting. 4

Module 5: Advanced ERP Technologies & Trends – Cloud-Based ERP vs. On-Premise ERP, AI & Automation in ERP, Blockchain for Secure Transactions, IoT & ERP for Smart Manufacturing, Case Study on AI & IoT in ERP. 4

Module 6: ERP in Different Industries – ERP in Manufacturing & Production (Process Optimization), ERP in Retail & E-Commerce (Demand Planning & Order Management), ERP in Healthcare (Patient Data & Hospital Resource Management), ERP in Banking & Financial Services (Risk & Compliance Management). 4

Module 7: Challenges & Best Practices in ERP Adoption – Common ERP Implementation Challenges (Cost, Resistance, Data Migration), Change Management & User Training, Measuring ROI, Future Trends in ERP & Digital Operations. 4

Module 8: Hands-on ERP Software Demonstration – SAP ERP / Oracle ERP / Microsoft Dynamics Hands-on Training, Live Case Study on ERP Implementation in a Real-World Business, Group Project: Developing an ERP Implementation Plan for an Industry.

Recommended Books

1. **"Enterprise Resource Planning"** – Alexis Leon
2. **"Concepts in Enterprise Resource Planning"** – Ellen Monk & Bret Wagner
3. **"ERP Demystified"** – Alexis Leon
4. **"ERP: Making It Happen – The Implementers' Guide to Success with Enterprise Resource Planning"** – Thomas F. Wallace & Michael H. Kremzar
5. **"Cloud Computing and ERP Systems"** – Sudhir L. Agarwal
6. **"ERP Systems for Manufacturing Supply Chains"** – Odd Jøran Sagegg & Valeria D'Andrea
7. **"The Digital Transformation Playbook"** – David L. Rogers