

M.B.A. (ODL & OL)
CURRICULUM FRAMEWORK, REGULATIONS 2021

SEMESTER I

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.		MSE 6101	Management Concepts	3	1	0	4
2.		MSE 6102	Managerial Economics	3	1	0	4
3.		MSE 6103	Statistics for Decision making	3	1	0	4
4.		MSE 6104	Accounting for Managers	3	1	0	4
5.		MSE 6105	Organisational Behaviour	3	1	0	4
6.		MSE 6106	Legal Aspects of Business	3	1	0	4
7.		MSE 6107	Entrepreneurship Development	3	1	0	4
<i>Career Oriented Practicals</i>							
8.		MSE 6108	Computer applications in Business Lab.	0	0	2	1
9.		MSE 6109	Business Communication Lab.	0	0	2	1
Total Credits				30			

SEMESTER II

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.		MSE 6201	Strategic Management	3	1	0	4
2.		MSE 6202	Human Resources Management	3	1	0	4
3.		MSE 6203	Corporate Finance	3	1	0	4

4.		MSE 6204	Operations Management	3	1	0	4
5.		MSE 6205	Marketing Management	3	1	0	4
6.			General Elective I				4
7.			General Elective II				4
Career Oriented Practicals							
10.		MSE 6206	Current Affairs in Business Lab.	0	0	2	1
11.		MSE 6207	Psychometrics and Corporate connect Lab.	0	0	2	1
Total Credits				Min: 30			

Students have to undergo summer internship after the end-term examination of II semester for 8 weeks. The report on internship along with the company certificate should be submitted within one week of the reopening date of third semester. Other details relating to summer internship are given in regulation.

SEMESTER III

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.		MSE 7101	Managing Disruptive Technologies	3	1	0	4
2.			General Elective III				4
3.			Functional Elective I				4
4.			Functional Elective II				4
5.			Functional Elective III				4
6.			Functional Elective IV				4
7.			Functional Elective V				4
8.			Functional Elective VI				4
9.		MSE 7102	Summer Internship *	0	0	8	4
Total Credits				Min: 36			

* Though the summer internship is mentioned in the III semester, Students have to undergo summer internship in a business organization after the end -term examination of II semester. Details are given in the regulation.

SEMESTER IV

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.		MSE 7201	Project work	0	0	16	8
2.			MOOC (General Management Course) *				3
Total Credits				Min: 11			

* any one course from Management discipline from Massive Open Online Courses (From SWAYAM portal) not less than 3 credits to be taken.

Overall Total Minimum Credits – 107

LIST OF FUNCTIONAL ELECTIVE COURSES
Specialization I – Marketing Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.		MSEY 001	Retail Marketing	3	1	0	4
2.		MSEY 002	Services Marketing	3	1	0	4
3.		MSEY 003	Marketing Communications and Media Management	3	1	0	4
4.		MSEY 004	Consumer Behaviour	3	1	0	4
5.		MSEY 005	Product and Brand Management	3	1	0	4
6.		MSEY 006	Business – to – Business Marketing	3	1	0	4
7.		MSEY 007	Customer Relationship Management and Marketing	3	1	0	4
8.		MSEY 008	Sales and Distribution Management	3	1	0	4
9.		MSEY 009	Digital and Social Media Marketing	3	1	0	4

Specialization II – Financial Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.		MSEY 016	Behavioural and Personal Finance	3	1	0	4
2.		MSEY 017	Derivatives Management	3	1	0	4
3.		MSEY 018	Financial Management	3	1	0	4

4.		MSEY 019	Financial Markets and Services	3	1	0	4
5.		MSEY 020	Financial Technology	3	1	0	4
6.		MSEY 021	International Financial Management	3	1	0	4
7.		MSEY 022	Risk Management and Insurance	3	1	0	4
8.		MSEY 023	Security analysis and Portfolio Management	3	1	0	4
9.		MSEY 024	Working Capital Management	3	1	0	4

Specialization III – Human resources Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.		MSEY 031	Managerial Behaviour and Strategic Leadership	3	1	0	4
2.		MSEY 032	Human Resources Accounting and Audit	3	1	0	4
3.		MSEY 033	Performance Management and Training	3	1	0	4
4.		MSEY 034	Industrial Relations and Labour Legislation	3	1	0	4
5.		MSEY 035	Organizational Structure and Design	3	1	0	4
6.		MSEY 036	Strategic Human Resource Management	3	1	0	4
7.		MSEY 037	International Human Resources Management	3	1	0	4
8.		MSEY 038	Talent Acquisition and Retention	3	1	0	4

Specialization IV – Operations Management

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.		MSEY 061	Supply Chain Management	3	1	0	4
2.		MSEY 062	Purchase Management	3	1	0	4
3.		MSEY 063	Logistics Management	3	1	0	4
4.		MSEY 064	Materials Management	3	1	0	4
5.		MSEY 065	Total Quality Management	3	1	0	4
6.		MSEY 066	Service Operations Management	3	1	0	4
7.		MSEY 067	Management of Manufacturing System	3	1	0	4
8.		MSEY 068	Project Management	3	1	0	4
9.		MSEY 069	Applied Operations Research	3	1	0	4

List of General Electives

Sl. No.	Course Group	Course Code	Course Title	L	T	P	C
1.		GEEY 126	Management Information System	3	1	0	4
2.		GEEY 127	Food and Agri Tech Business	3	1	0	4
3.		GEEY 128	Research Methodology and Data Analysis	3	1	0	4

4.		GEEY 129	Business Analytics	3	1	0	4
5.		GEEY 130	NGO Management	3	1	0	4
6.		GEEY 131	Management of Rural Business	3	1	0	4

MSE 6101	MANAGEMENT CONCEPTS	L	T	P	C
SDG: 4		3	1	0	4
COURSE OBJECTIVES:					
COB1: Provide insight into various functions and principles of management					
COB2: Introduce planning and decision-making techniques					
COB3: Familiarize the students with organizing and staffing activities practiced in business					
COB4: Give inputs on directing and controlling functions in organizations					
COB5: Create awareness about the corporate' social responsibility, governance and ethical aspects					
MODULE I	INTRODUCTION				5+1
Forms of Business Organizations- Management: definition, nature, process, functions, science or art, levels – Roles and skills of managers - Approaches to Management – Schools of Management thought – Overview of entrepreneurs and Intrapreneurs.					
MODULE II	PLANNING				6+2
Planning: purposes, premises, steps, types, hierarchy, limitations – Strategies, Policies, Objectives – Management by Objectives: definition, process, benefits and weakness; Management by Exception – Decision making: Importance, types & process.					
MODULE III	ORGANIZING AND STAFFING				6+2
Organizing: definition, purpose, process – Organisation: chart and manual – Types of organizations – Line & staff authority/relationship - Span of Management – Departmentation – span of control, Line and staff - Centralization and Decentralization - Delegation - Staffing: definition, overview of the sub-functions.					
MODULE IV	DIRECTING AND CONTROLLING				6+2
Directing: meaning, requirements – Motivation: definition, types of motives, theories –Leadership: definition, styles, theories, managers vs leaders –					

Communication: types, process, barriers, principles of effective communication – Controlling: purpose, process, types and techniques.		
MODULE V	ETHOS AND ETHICS	7+3
Business environment- managing diverse workforce, factors influencing business environment, Indian ethos: role of Indian ethos in Managerial practices - management lessons from vedas, Mahabharatha, Bible, Quran, Arthasasthra etc; Ethos Vs. Ethics; Ethics: Definition of ethics, nature, elements, sources, benefits – Principles of ethical conduct – Factors Influencing Managerial Ethics – Ethics in Marketing, advertising, Product safety, Accounting HR, Cyberspace – Values: Concept, importance – Corporate Social Responsibility: Concept, nature, reasons for growing concern – Corporate Governance: Definition, need and significance and strategies.		
	L – 30; T – 10; TOTAL HOURS – 40	
TEXT BOOKS:		
1. Koontz Harold & Weihrich Heinz “Essentials of Management”, Tata McGraw Hill, 10th Edition, 2015.		
REFERENCES:		
1. Prasad, L.M, “Principles and Practices of Management” Sultan Chand & Sons, 2019.		
2. Tripathy P. C. and Reddy P. N., “Principles of Management”, 5th Edition, Tata McGraw Hill, 2015.		
COURSE OUTCOMES:		
CO1: Prepare different types of functional plans and take suitable managerial decisions		
CO2: Develop organizational charts and explain staffing process.		
CO3: Choose the right ways and means to motivate and lead teams		
CO4: Apply appropriate control techniques		
CO5: Identify / adopt ethical practices in various functional areas		
Board of Studies (BoS) : 1 st BoS held on 07.07.2021		Academic Council:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H		M		H	H	
CO2	H	H			H	M	
CO3	H		H		H	H	
CO4	H		H		H	M	
CO5	L		H		H		H

SDG 9 : Build resilient Infrastructure, promote inclusive and sustainable industrialization and foster innovation

The holistic understanding of building materials and components leads to construction of resilient infrastructure and sustainable industrialization)

MSE 6102	MANAGERIAL ECONOMICS	L	T	P	C
SDG: 12		3	1	0	4
COURSE OBJECTIVES:					
COB1:To introduce students to the fundamentals of economics relevant from a managerial perspective					
COB2:To study about the application of economic theory into a practical business					
COB3:To study about the economic tools and analyses that help make better business decisions and forward planning					
COB4:To expose students with an overview of an exchange based economy and draws out the relationship between crucial macroeconomic variables like level of income, employment, money supply, inflation, growth etc.					
COB5:To provide a comprehensive of the changing business environment resulting from monetary and fiscal policies and different economic policies introduced by the government					
MODULE I	INTRODUCTION				6+2
Economics: Definition, Subject matter and Scope of Economics; Fundamental Economic Problems; Basic Terms and Concepts; Micro and Macro Economics, Managerial Economics: Definition, Nature and Scope;					

Basic principles of Managerial Economics: Marginal & Incremental Concept, Opportunity Cost, Time Perspective & Discounting Concept etc.		
MODULE II	DEMAND & SUPPLY ANALYSIS	6+2
<p>Demand: Meaning, Types, Determinants; Demand Function; Law of Demand: Demand Schedule, Demand Curve, Shift in Demand Curve; Exceptions to Law of Demand; Elasticity of Demand: Price Elasticity, Income Elasticity, Cross Elasticity, Promotional Elasticity</p> <p>Supply: Meaning, Determinants; Supply Function, Law of Supply: Supply Schedule & Supply Curve; Shift in Supply Curve; Elasticity of Supply; Market Equilibrium: Meaning, Excess Supply, Excess Demand; Price Adjustment Mechanism, Changes in Market Equilibrium;</p> <p>Demand Forecasting; Techniques: Subjective Methods and Quantitative Methods</p>		
MODULE III	MARKET STRUCTURE AND COST ANALYSIS	6+2
Forms of Market: Perfect Competition, Monopoly, Monopolistic Competition, Oligopoly, Duopoly; Pricing Methods; Cost Concepts; Kinds of Cost; Cost in Short-run & Long-run: Total Cost Function & Curve (Fixed & Variable), Average and Marginal Cost Function; Link Between Cost, Revenue and Output: Total Revenue, Average Revenue & Marginal Revenue; Profit Maximization Rule ($MR=MC$); Economies of Scale, Diseconomies of Scale		
MODULE IV	MONEY SUPPLY, INFLATION & UNEMPLOYMENT	6+2
<p>Money: Functions of Money; Money Supply and its Various Measures;</p> <p>Inflation: Types, Causes, Inflation and Decision Making, Effects of Inflation; Measurement of Inflation: Price Indices (WPI & CPI), Control of Inflation: Monetary and Fiscal Measures; Taxation: Direct & Indirect (GST); Unemployment: Various Kinds</p>		
MODULE V	NATIONAL INCOME, BUSINESS CYCLE & LPG POLICY	6+2
National Income Concepts: GDP, GNP, GDP at Factor Cost, GDP at Market Price, Nominal GDP Vs Real GDP, NDP, NNP, Private Income, Personal Income (PI), Disposable Income (DI), Per Capita Income (PCI);		

Measurement of National Income: Expenditure Method, Income Method, Value Added or Net Product Method; Business Cycle: Various Phases; Liberalization, Privatization and Globalization (LPG): Pros & Cons and Their Impact on Economy.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Geetika, Piyali Ghosh, Purba Roy Choudhury, "Managerial Economics", Tata McGraw-Hill Education, 3rd edition, New Delhi, 2017.
2. Dominick Salvatore, Ravikesh Srivastava, "Managerial Economics - Principles and Worldwide Applications", Oxford University Press, 8rd edition, New Delhi, 2016.
3. D.N. Diwivedi, "Macroeconomics - Theory and Policy", Tata McGraw-Hill Education, 4rd edition, New Delhi, 2017.

REFERENCES:

1. N. Gregory Mankiw, "Principles of Economics", Cengage Learning, 6th Edition, India, 2012. (ISBN: 9780357698563)
2. D.N. Diwivedi, "Macroeconomics - Theory and Policy", Tata McGraw-Hill Education, 5th edition, New Delhi, 2018. (ISBN: 9789353163334)
3. H.L. Ahuja, "Managerial Economics", S. Chand Publishing, 9th edition, New Delhi, 2017. (ISBN: 9789352535187)
4. SoumyenSikdar, "Principles of Macroeconomics", Oxford University Press, 2ndedition, New Delhi, 2011. (ISBN 13: 9780198077367)

COURSE OUTCOMES:

CO1:Understand basic concepts of economics, applied in managerial decision making and analyze real-world business problems with a systematic theoretical framework.

CO2:Calculate demand function, supply function, the equilibrium price and quantity, production function, cost function and profit function and apply them analytically in decision making.

CO3:Understand and explain various dimensions of macroeconomic variables like national income, money supply, employment, etc. in analyzing the effects on business.

CO4: Explain how RBI and government decision with respect to monetary and fiscal policy greatly affects the business	
CO5: Analyze and interpret current events relating to globalization, privatization and Economic ups and downs affecting the local economy and businesses.	
Board of Studies (BoS) : 1 st BoS held on 07.07.2021	Academic Council:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L	L	M	H	H	L
CO2	H	H	L	M	H	M	L
CO3	H	H	L	M	H	H	L
CO4	H	L	L	H	H	M	L
CO5	H	L	L	H	H	M	L

SDG 12 : Ensure sustainable consumption and production patterns.
The understanding of the theories and concepts of managerial economics enables individuals towards the economical production, distribution and consumption of goods and services in an economy.

MSE 6103	STATISTICS FOR DECISION MAKING	L	T	P	C
SDG: 8		3	1	0	4
COURSE OBJECTIVES:					

COB1: Learn the fundamental measures of central tendency and probability distribution		
COB2: Gain knowledge on estimating the business situations for better decision making		
COB3: Get trained on the application of parametric tests such as Z Test t Test		
COB4: Gain insight into the non-parametric tests such as Chi-Square, F-Test		
COB5: Learn the application of other statistical tools like correlation, regression, etc		
MODULE I	BASICS OF STATISTICS AND PROBABILITY	6+2
Statistics in Business Analysis – Population - Descriptive Statistics - Measures of central tendency and dispersion: Mean, Mode, Median, Standard Deviation Distributions- Basic definitions and rules for probability – conditional probability independence of events- Applications of Binomial distribution - Applications of Poisson distribution Applications of Normal distribution		
MODULE II	DISTRIBUTION AND ESTIMATION	6+2
Sampling distributions, sampling distribution of mean and proportion- Definition of central limit theorem and concepts - Point and Interval estimates - Application of Estimation: Point and Interval estimates for population parameter (mean) of large sample - Application of Estimation: Point and Interval estimates for population parameter (mean) of small samples		
MODULE III	PARAMETRIC TEST	6+2
Parametric tests - one sample and two sample tests for means and proportions of large samples (z-test) - one sample and two sample tests for means of small samples (t-test) - F-test for two sample standard deviations - ANOVA one and two way- Application in business decisions.		
MODULE IV	NON PARAMETRIC TEST	6+2
Chi-square test for single sample standard deviation, Chi-square tests for independence of attributes and goodness of fit. Sign test for paired data. Rank sum test. Kolmogorov-Smirnov – test for goodness of fit, comparing		

two populations. Mann – Whitney U test and Kruskal Wallis test. One sample run test.

MODULE V	PREDICTIVE STATISTICS	6+2
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Simple linear Correlation- Rank Correlation - Simple linear Regression - Time series analysis: Methods of Semi-average, Weighted average, Moving averages, Least squares, Ratio-to-trend - Application in business decision.

L – 30; T-10; TOTAL HOURS –40

TEXT BOOKS:

1. Anderson D.R., Sweeney D.J. and Williams T.A., “Statistics for Business and Economics”, Thomson (South – Western) Asia, 11th edition, Singapore, 2012.
2. Levin R.I., Rubin D.S., Rastogi, S. and Siddiqui, M.H. “Statistics for Management”, Prentice Hall of India, 7th edition, New Delhi, 2014

REFERENCES:

1. Aczel A.D. and Sounderpandian J., “Complete Business Statistics”, Tata McGraw –Hill Publishing Company Ltd., 6th Edition, New Delhi, 2011.
2. Ken Black, Applied Business Statistics, Wiley India Edition, 7th Edition, 2012.
3. Srivastava, T. N. and Shailaja, R. “Statistics for Management”, Tata Mc Graw Hill, 2nd Edition, New Delhi, 2012.

COURSE OUTCOMES:

CO1: Recognize and apply probability distributions, and assess if underlying assumptions for the distribution seem applicable in business areas.

CO2: Perform basic statistical calculations and graphical analyses in all the areas of business decision making.

CO3: Analyze research questions based on statistical data and draw relevant conclusions

CO4: Apply the non-parametric tests such as Chi-Square, F-Test and Anova for better interpretation

CO5: Analyze time series data and apply relevant statistical tools like correlation, regression, etc to arrive at conclusions.

Board of Studies (BoS) : 1 st BoS held on 07.07.2021	Academic Council:
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	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	M				L	
CO2	M	H				M	
CO3		M				L	
CO4	H	H				L	L
CO5	H	H				M	L

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
Statement : The holistic understanding of Statistics for decision making leads to create an opportunity to get employment and decent pay.

MSE 6104	ACCOUNTING FOR MANAGERS	L	T	P	C
SDG:9		3	1	0	4
COURSE OBJECTIVES:					
COB1: To understand the accounting system in small businesses.					
COB2: To prepare financial statements as per the reporting standards.					
COB3: To analyze the company's performance using ratio analysis					
COB4: To apply the marginal costing techniques in profit planning					
COB5: To formulate different types of budgets and to have a control over thebudget					
MODULE I	INTRODUCTION				6+2
Accounting Concepts and Conventions – Double Entry System of book keeping – Preparation of Journal, Ledger and Trial Balance – Preparation of Final Accounts: Trading, Profit and Loss Account and Balance Sheet.					
MODULE II	COMPANY ACCOUNTING				6+2
Reporting Standards, preparation of Income Statement, Statement of Financial Position, Shareholders' Equity, and Statement of Cash flows.					
MODULE III	FINANCIAL STATEMENTS ANALYSIS				6+2
Financial Ratio Analysis: managerial uses, Major Classifications, Computation of financial ratios, limitations.					
MODULE IV	COST MANAGEMENT				6+2

Importance of cost accounting, Types of costs, absorption vs marginal costing, Break-even analysis: assumptions, uses, limitations, BEP Chart - Managerial applications of Marginal Costing: pricing decision, sales mix decision, make or buy decision.		
MODULE V	BUDGETS AND BUDGETARY CONTROL	6+2
Budget: classifications – Fixed budget – Flexible budget - Cash Budget. Zero Base Budgeting : Uses and limitations - Budgetary Control : meaning – uses – limitations.		
L – 30; T – 10: TAL HOURS- 40		
TEXT BOOKS:		
<ol style="list-style-type: none"> 1. S N Maheshwari, Suneel K Maheshwari, and Sharad K Maheshwari , “A Textbook of Accounting for Management, 4th Edition, Vikas Publishing House, 2018. 2. Colin Drury, “Management and Cost Accounting”, Cengage Learning India Pvt.Ltd., New Delhi, 2014. 		
REFERENCES:		
<ol style="list-style-type: none"> 1. S N Maheshwari, Suneel K Maheshwari, and Sharad K Maheshwari , “An Introduction to Accountancy’, 12th edition, 2018 Vikas Publishing House. 2. Soumiya Mukerjee, and Abkik Mukerjee, ‘Corporate Accounting’, First edition, Oxford University Press, 2019. 3. N Arora, “Cost Accounting: Principles & Practice”, Vikas Publishing House; Twelfth edition, 2012. 		
COURSE OUTCOMES:		
CO1: differentiate between different types of accounting		
CO2: prepare Trading, Profit or loss account and Balance sheet of organisation		
CO3: analyze and interpret the company’s performance using Ratio analysis, fund flow and cash flow statements.		
CO4: apply the marginal costing techniques in managerial decisions		
CO5: prepare different types of budgets and to have a control over the budget		
Board of Studies (BoS) :		Academic Council:

1st BoS held on 07.07.2021

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H			M	M	L
CO2	H	H			M	M	
CO3	H	H			M	M	L
CO4	H	H			M	M	L
CO5	H	H			M	M	L

SDG No. 9 : Industry, Innovation, & Infrastructure

Statement : This course is related to maintaining of proper accounting system which helps to measure company performance.

MSE 6105	ORGANISATIONAL BEHAVIOUR	L	T	P	C
SDG: 8		3	1	0	4
COURSE OBJECTIVES:					
COB1:Familiarize students with the evolution and fundamentals of organizational behavior					
COB2:Impart knowledge on different elements of individual personality and behavior manifestation					
COB3:Hone the group behavioral skills of students to manage teams					
COB4:Facilitate closer understanding of organization dimensions Formaintaining a working relationship					
COB5:Examine the shifting context of modern organizations.					

MODULE I	FUNDAMENTALS OF ORGANIZATIONAL BEHAVIOUR	4+2
Definition- Evolution of Organization Behavior- Scientific Management - Hawthorne Studies-Scope- Challenges and Approaches to Organizational Behavior		
MODULE II	INDIVIDUAL BEHAVIOUR DIMENSION	8+2
Mars Model of Individual Behavior - Personality Types - Personality Theories: Trait Theory; Social Learning Theory; Situation Theory; Psychoanalytic Theory; Physique Temperament Theory- Individual differences in personality: Johari Window, Transactional Analysis- Methods of Assessing Personality: Personality Inventory; Projective Techniques; Assessment Centers- Perception: Meaning; Perceptual Process Model-Factors influencing Perception-Perceptual Errors-Self –Fulfilling Prophecy Cycle-Values: Types- Attitude: Types; ABC Component of Attitude-Learning: Meaning; Learning and Behavior; Behavior Modification: Theories: Behaviorist; Cognitive; Social Learning Theory – Work Motivation: Theories and Application of Motivation; Relating Motivation Theory to Job and Personality Types.		
MODULE III	GROUP BEHAVIOUR DIMENSION	7+2
Foundations of Group behavior: Classification of Group, Stages of Group Development; Group Properties; Group Decision Making Techniques; Group Values; Team structure and effectiveness: Empowered and Self-Managed Teams – Leadership: Concept; Theories; Styles – Conflict:: Causes, Types, Consequences- Power and Politics.		
MODULE IV	ORGANIZATIONAL DIMENSION	6+2
Organizational Structure: Meaning, Determinants and Role- Organizational Culture: Concept, Creating and Sustaining Culture, - Organizational Climate- Organization Development: Reasons for Change, Resistance to Change, Change Process, Organization Development Intervention Techniques; Lewin's Three Step Model.		
MODULE V	THE CHANGING MILIEU OF ORGANIZATIONS	5+2
Changing Profiles of Employees and Customers–Globalization: Threats and Opportunities–Information Technology: Benefits and Limitation-Diversity: Bases of Diversity, Promoting Diversity-Concerns for OB: Employee		

Retention, Gender Issues at the workplace; Employee Engagement, Employee Productivity, Talent Management, Work-Life Stress, Work Ethics: Competitive Strategy and CSR.

L – 30; T – 10; TOTAL HOURS – 40

TEXT BOOKS:

1. Stephen P. Robbins., Timothy A. Judge. and Neharika Vohra, "Organizational Behavior", Pearson, 18th Edition, New Delhi, 2018.
2. Fred Luthans, Brett C. Luthans and Kyle W. Luthans, "Organizational Behavior, An Evidence Based Approach", McGraw Hill Education, 13th Edition, New Delhi, 2013.

REFERENCES:

1. Udai Pareek. Understanding Organizational Behaviour, Oxford University Press, 4th Edition, New Delhi, 2016.
2. Mirza S. Saiyadain (Editor). Organizational Behaviour, Tata McGraw Hill, New Delhi, 2010.
3. Debra L. Nelson; James Campbell Quick and Preetam Khandelwal, "Organisational Behaviour", Cengage Learning, New Delhi, 2016

COURSE OUTCOMES:

CO1:The students will be able to identify and understand clearly their own personality dimensions and that of other individuals and groups

CO2: The course would help them adapt to different work environment

CO3:It would facilitate application of their OB knowledge in the management of human resources

CO4:The students will be able to apply various OB theories and concepts during their career journey

CO5:Will help them to synergize their team spirit and enhance their people's skill.

Board of Studies (BoS) :

1st BoS held on 07.07.2021

Academic Council:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L		L	L	L	L	

CO2	H	M	H	M	H	M	M
CO3	M	H	H	M	H	M	M
CO4	H	M	H	M	H	M	H
CO5	M		H		M	M	

SDG No 8: Ensure decent work for all through enhancement of organization working skills, promoting self-development, contributing subsequently to the development of nation's economy.

Statement: A comprehensive understanding of self and people's behavior in organization and role playing organizational dynamics leads to the development of competent workforce which ultimately helps in finding a decent job and building nation's economy.

MSE 6106	LEGAL ASPECTS OF BUSINESS	L	T	P	C
SDG: 16		3	1	0	4
COURSE OBJECTIVES:					
COB1: to create awareness about the various acts relating to indian contract, agency, sale of goods & negotiable instruments					
COB2: to impart knowledge about the important provisions in company law and industrial law					
COB3: to analyze legal problems in industry, with applicable law under industrial law					
COB4: to learn about IPR, Consumer Protection Act					
COB5: to gain knowledge on Cyber Laws and Right to Information Act					
MODULE I	MERCANTILE AND COMMERCIAL LAW				11+2
The Indian Contract Act 1872 - Contract - Meaning and Essentials – Classification of contracts - Essential elements of contract - Performance of contracts – Quasi contracts - Breach of contract and its remedies Agency - Nature of agency –Agent’s authority and liability of principal and third party: Rights and duties of principal, agents and Third party, liability of principal or agents, termination of agency.					
The Sale of Goods Act 1930 - Sales contract - Transfer of title and risk of loss - conditions and Warranties - Performance of sales contracts - Rights of an unpaid seller.					
Negotiable instruments Act 1881 - Nature and requisites of negotiable instruments - Transfer of negotiable instruments and liability of parties,					

enforcement of secondary liability, holder in due course - Crossing of cheques -Discharge of negotiable instruments.		
MODULE II	COMPANY LAW	6+2
Major principles - Nature and types of companies, Formation, Memorandum and Articles of Association, Prospectus, Power, duties and liabilities of Directors, winding up of companies, Corporate Governance.		
MODULE III	INDUSTRIAL LAW	5+2
Overview of Factories act – Payment of Wages Act – Payment of Bonus Act –Industrial Disputes act - Workmen compensation act.- Prevention of sexual harassment act –maternity act.		
MODULE IV	CONSUMER PROTECTION ACT-1986	4+2
Rights of Consumer - Complaint - Procedure for filing Complaint –Remedial Process. Types of consumer Redressal Machineries and Forums.		
MODULE V	INFORMATION TECHNOLOGY ACT 2002 & RIGHT TO INFORMATION ACT	4+2
Introduction of IPR –Copy rights, Trade marks, Patent Act-Important Provisions of Cyber Laws (380) – Remedies - Important Provisions of Right to Information Act		
	L – 30; T – 10; TOTAL HOURS – 40	
TEXT BOOKS:		
1. Kapoor N. D., “Elements of mercantile law”, Sultan Chand and company, New Delhi, 2007.		
2. Kapoor N. D., “Business Law”, Sultan Chand and Company, New Delhi, 2011.		
3. Pillai, R. S. N and Bagavathi, “Legal Aspects of Business”, S. Chand and Company Ltd., New Delhi, 2011.		
REFERENCES:		
1. Balachandran V., Legal Aspects of Business, Tata McGraw Hill, 2012		
2. Daniel Albuquerque, Legal Aspect of Business, Oxford, 2012		

3. P. P. S. Gogna, Mercantile Law, S. Chand & Co. Ltd., India, Fourth Edition, 2008.
4. Richard Stim, Intellectual Property-Copy Rights, Trade Marks, and Patents, Cengage Learning, 2008
5. Dr. Vinod, K. Singhanian, Direct Taxes Planning and Management, 2008.

COURSE OUTCOMES:

CO1: analyze various cases relating to contracts of sale & agency to take suitable decisions.

CO2: differentiate various provisions in the company law and industrial law.

CO3: analyze the legal problem in industry with applicable industrial law.

CO4: comprehend IPR and Consumer Protection Act and apply in appropriate situations.

CO5: comprehend the importance of tools such RTI, IT act

Board of Studies (BoS) :

1st BoS held on 07.07.2021

Academic Council:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	M		H			
CO2				H			
CO3				H			H
CO4			L		L	M	
CO5							M

SDG 16 : Promote peaceful and inclusive societies and sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all level

Statement : Understanding the basics laws of business helps in acting in ethical way and build economically strong society.

MSE 6107	ENTREPRENEURSHIP DEVELOPMENT	L	T	P	C
SDG: 8		3	1	0	4
COURSE OBJECTIVES:					
COB1: Realize the skills required to be an entrepreneur					
COB2: Acquaint the students with challenges of starting new Ventures					
COB3: Enable them to investigate, comprehend and internalize the process of setting up a business by identifying the business opportunity.					
COB4: Identify the right sources of fund for starting a new Business					
COB5: Locate a business which contributes to the society at Large					
MODULE I	INTRODUCTION TO ENTREPRENEURSHIP				6+2
Entrepreneurship: knowledge and skills requirement - characteristic of successful entrepreneurs - entrepreneurship process; factors impacting					

emergence of entrepreneurship - managerial vs. Entrepreneurial approach and emergence of Entrepreneurship - Need for Achievement, National Policy on Skill Development and Entrepreneurship 2015. An overview of Digital India and Make in India flagship programme of Government of India.		
MODULE II	STARTING THE VENTURE	6+2
Generating business idea – sources of new ideas, methods of generating ideas - creative problem solving, opportunity recognition - environmental scanning – competitor and industry analysis - Forms of ownership - procedure for registration in small industry. Overview of Government of India start up India Scheme.		
MODULE III	FUNDAMENTALS OF MANAGEMENT	6+2
Overview of Marketing - Human resources, finance and Operation requirement for new venture -sources of funds –overview of venture capital and angel investment. Overview of project management. The role and Functions of Business Incubators and Accelerators in entrepreneurship Development.		
MODULE IV	BUSINESS PLAN REPORT PREPARATION	6+2
Understanding the value of a business plan - Developing an investor presentation - Preliminary Project Report, students’ business plan presentation.		
MODULE V	IMPACT OF SOCIAL ENTREPRENEURSHIP ON SOCIETY	6+2
Social Entrepreneurship: Definition, Types, and Issues, Static Impact of social Entrepreneurship, Impact of For- Profit companies Vs social entrepreneurship - case studies on social entrepreneurs.		
	L – 30; T-10; TOTAL HOURS –40	
TEXT BOOKS:		
1. Hisrich, Robert D., Michael Peters and Dean Shepherded, Entrepreneurship, Tata McGraw Hill,2014. 2. Rashmi bansal, Arise awake: the inspiring stories of young entrepreneur who graduated from college into A Business of their own, westland books private Ltd,2015		
REFERENCES:		

1. Barringer, Brace R., and R., Duane Ireland, Entrepreneurship, Pearson Prentice Hall, New Jersey (USA), 2012.
2. Kishore Biyani & Dipayan Baishya, It happened in India: The story of pantaloons, Big Bazaar, Central and the great Indian consumer. Rupa & co, 2011.
3. Donald F Kuratko, T.V Rao. Entrepreneurship: A South Asian perspective. Cengage Learning. 2012
4. Rashmi Bansal: Take me Home: The Inspiring story of 20 Entrepreneurs from small town India with Big Time Dream, Westland, 2014.
5. Moloy K. Bannerjee, Siddharth Bannerjee, P. Ranganath Sastry, Start-up City: Ten Tales of Exceptional Entrepreneurship from Bangalore's Software Miracle, Collins Business, 2014.
6. The Portfolio Book of Great Indian Business Stories: Riveting Tales of Business Leaders and Their Times, portfolio, 2015.
7. Shereen Bhan & Syna Denuhgara, Young Turks: Inspiring Stories of Tech Entrepreneurs, Random House India, 2014.
8. Ronnie Screwvala, Dream with Your Eyes Open: An Entrepreneurial Journey Hardcover, Rupa Publication, 2015

COURSE OUTCOMES:

CO1: Turn out to be an expert to recognize a business opportunity that fits the individual

CO2: Demonstrate the ability to provide a self-analysis in the context of an entrepreneurial career

CO3: Construct an appropriate business model

CO4: Develop a well-presented business plan

CO5: Start socially relevant new ventures

Board of Studies (BoS) :

1st BoS held on 07.07.2021

Academic Council:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L	M				L	

CO2	M	H				M	
CO3		M				L	
CO4	H	H				L	L
CO5	H	H				M	L

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : The holistic understanding of entrepreneurship leads to create an opportunity to start a new venture.

MSE 6108	COMPUTER APPLICATIONS IN BUSINESS LAB.	L	T	P	C
SDG: 8		0	0	2	1
COURSE OBJECTIVES:					
COB1:To get acquainted with a working knowledge of Microsoft					

Excel		
COB2:To learn to use basic function in excel.		
COB3:To learn to create different type of graphs		
COB4:To learn to use advanced excel functions		
COB5:To learn to create, use Macros and user defined function		
MODULE I	EXCEL FUNCTIONS 1	4
Cell references, Count and Sum functions, Logical functions, Date and Time Functions, Text related functions, Financial functions. Lookup & References		
MODULE II	EXCEL FUNCTIONS 2	4
Statistical functions, Financial functions, Round off function, Formula error and Formula array. Sort, filter and conditional formatting		
MODULE III	CHARTS AND PIVOT TABLE	4
Column Chart, Line Chart, Pie Chart, Bar Chart, Area Chart, Treemap Charts, Sparkline Charts, Bridge chart and Pivot table		
MODULE IV	ADVANCED EXCEL FUNCTIONS1	4
What if analysis, Solver, Analysis Tool pack, Create macro, Work book and work sheet objects, If then statement, loop and Macro Error		
MODULE V	ADVANCED EXCEL FUNCTIONS2	4
User defined functions, Application object, ActiveX controls and user forms		
	P – 20; TOTAL HOURS – 20	
TEXT BOOKS:		
1. Greg Harvey, “Excel 2016 All-in-One for Dummies”, Wiley, 1 st Edition, New Jersey, 2015.		
REFERENCES:		
1. Michael Alexander, Richard Kusleika, John Walkenbach, “Excel 2019 Bible”, Wiley, 1 st Edition, New Jersey, 2018.(ISBN 13: 9781119514763)		
COURSE OUTCOMES:		
CO1:Perform Basics function using Microsoft Excel		
CO2:Perform Advanced function using Excel		
CO3:Represents data through Pictorial forms		
CO4:Perform Scenario Analysis		

CO5: Design forms and define their own functions	
Board of Studies (BoS) : 1 st BoS held on 07.07.2021	Academic Council:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1		H			L		
CO2		H			L		
CO3		H			L		
CO4		H			L		
CO5		H			L		

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Statement: The understanding, learning and ultimate usage of excel functions lead to the development of skill sets and employability of an individual.

MSE 6109	BUSINESS COMMUNICATION LAB.	L	T	P	C
SDG: 8		0	0	2	1
COURSE OBJECTIVES:					
COB1:To train students on speaking skills					
COB2: To hone the listening skills					
COB3:To enhance students' written communication skills					
COB4: To encourage them in using oral skills effectively.					
COB5: To familiarise students for interpreting a graph, table, chart or diagram					
PRACTICALS					
List of Experiments:					
Speaking & Reading					
1. One Minute Presentation					
2. Debate					
3. Reading Newspaper & inferencing					
4. Skimming through a reading material					
Listening					
1. Listening & Typing/ writing					
2. Listening & sequencing of sentences					
3. Listening and fill in the blanks					
4. Listening & answering questions					
Writing					
1. Letter writing					
2. Job applications letter					
3. Email drafting					
4. Writing agenda of a meeting					
5. Minutes of the meeting					
6. Product review writing					
7. Memo, Notice, Circulars & general correspondence					
8. Interpretation or inferencing of a graph, table, chart or diagram					

	P – 20 ; TOTAL HOURS – 20
TEXT BOOKS:	
Sample:	
1. Loewy, D. and Guffey, M. E., “Business Communication: Process & Product”, South-Western College Publishing; 10th edition, 2021	
REFERENCES:	
1. Kaul, A. “Business Communication”, Prentice Hall of India, 2009	
2. Murphy, H., Hildebrandt, H. and Thomas, J.P., “Effective Business Communication”, McGraw Hill Education; 7th edition, 2017	
3. Rao, P. S., Anitakar, B. and Hinabandu, “Business Communication”, Cengage Learning, 2012.	
4. Whitby, N. “Business Benchmark” Pre-intermediate to Intermediate, Cambridge University Press, Cambridge. 2014.	
COURSE OUTCOMES:	
At the end of the course, the students will be	
CO1: Able to speak in English more effectively	
CO2: Improved in their listening skills	
CO3: Able to enhance the writing skills	
CO4: Better in comprehending messages through active listening	
CO5: Able to inference data more effectively	
Board of Studies (BoS) : 1 st BoS held on 07.07.2021	Academic Council:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	M	H	H	H	H
CO2	M	H	H	H	H	H	H
CO3	H	H	H	H	H	H	H
CO4	H	H	H	H	H	H	H
CO5	H	H	H	H	H	H	H

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Statement : Proficiency in communication leads to an inclusive and sustainable growth providing a decent work for all.

MSE 6201	STRATEGIC MANAGEMENT	L	T	P	C
SDG: 4		3	1	0	4
COURSE OBJECTIVES:					
COB1: Impart conceptual knowledge on strategies, process and management of strategies					
COB2: Lay the basics of environmental appraisal through environmental, industry and competitive analysis					
COB3: Learn different types and levels of strategies					
COB4: understand the various factors influencing the choice of Strategies					
COB5: Provide various approaches and strategies for implementation and control					
MODULE I	INTRODUCINGSTRATEGY, GOVERNANCE & SUSTAINABILITY				5+1
Strategy – Nature - Definition - levels of strategy - Process of strategic management – Strategic Intent- Vision – Mission –Leadership, Corporate governance;Sustainability – Dimensions and Strategies					
MODULE II	ENVIRONMENT, SCENARIOS AND NEW NORMAL				7+3
External environment scanning (ETOP- PEST Analysis) - Industry analysis- Competition analysis					

<p>Appraisal of internal environment (SWOT analysis & audit, TOWS matrix) - Competitive advantage- core competency. Scenarios-definition- need- types of scenarios; Scenario analysis tools - Steps for performing Scenario analysis- its uses and drawbacks-Scenario planning. Impact of Pandemic situations- New normal- Strategic perspective.</p>		
MODULE III	STRATEGY FORMULATION	6+ 2
<p>Levels and choices in strategy – Generic Strategies- Grand strategies - Stability strategies - Expansion strategies - Retrenchment strategies - Combination strategies - Business level strategies. M.Porter's approach for Globalization</p>		
MODULE IV	STRATEGY ANALYSIS AND CHOICE	6+ 2
<p>Process of making choice - Subjective factors influencing choice - Pyramid of strategy implementation - Procedural implementation – Economic contribution and resource allocation , Business portfolio analysis: BCG, GE; Multi business strategies and practices; strategies for Not for profit organization</p>		
MODULE V	IMPLEMENTATION & CONTROL	6+ 2
<p>Various approaches to implementation of strategy - Change Management Strategies-Matching organization structure with strategy - 7S model for implementation; strategic evaluation; Strategic control process - Du Pont's control model - Balanced score card</p>		
	L – 30; T – 10; TOTAL HOURS –40	
TEXT BOOKS:		
<p>1. John A. Pearce II, Richard B. Robinson, Jr., Amita Mital , "Strategic Management", McGraw Hill India, 14th Edition, 2018</p>		
REFERENCES:		
<p>1. Thomas L. Wheelen and J. David hunger, "Concepts in strategic management and Business policy toward global sustainability", Pearson education, 13th Edition, 2013.</p>		

2. Azhar Kazmi, "Business Policy & Strategic Management", Tata McGraw Hill, 3rd Edition, 2008.
3. L. M. Prasad, "Strategic Management", Sultan Chand & Sons, 2008.
4. Michael E. Porter, "Competitive Strategy: Techniques for Analyzing Industries and Competitors", Simon, New Edition, 2010.

COURSE OUTCOMES:

CO1: Define and explain various terminologies associated with strategic management

CO2: Analyze the environments to identify the core competencies of the Firm

CO3: Appraise the resources and capabilities of the firm to confer sustainable competitive advantage and formulate strategies

CO4: Exhibit the ability to think critically with relevance to various situations and formulate strategic decisions through real world scenarios

CO5: Develop the ability to identify strategic issues and design appropriate course of action

Board of Studies (BoS) :

1st BoS held on 07.07.2021

Academic Council:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H		M		H	H	
CO2	H	H			H	M	
CO3	H		H		H	H	
CO4	H		H		H	M	
CO5	L		H		H		H

SDG 4 : To empower students with knowledge, skills and values on strategic formulation and implementation

Statement: Provides holistic way of imparting knowledge, skills and values to achieve the sustainable organizational goals and objectives through formulation and implementation of suitable strategies.

MSE 6202	HUMAN RESOURCES MANAGEMENT	L	T	P	C
SDG: 8		3	1	0	4
COURSE OBJECTIVES:					
COB1:Provide knowledge about the fundamentals of HRM& HRIS					
COB2:Facilitate awareness building on Economics of Human Resources and HRP					
COB3:Discuss the various functional components of HRM with respect to recruitment and selection					
COB4:Analyze the various performance appraisal and training Methods					
COB5:Keep students updated with the contemporary practices in HRM.					
MODULE I	FUNDAMENTALS OF HRM AND HRIS				6+2
HRM: Introduction and Evolution of HRM – Difference Between HRM and HRD - Objectives and Scope of HRM – Functions and Responsibility of Human Resources Manager – HR Model by David Ulrich – Human Resource Information System – HR Analytics and AI in Managing employees - Adoption of HR Cloud					
MODULE II	ECONOMICS OF HUMAN RESOURCES AND HRP				6+2
Demand and Supply of Labour – Labour Market Equilibrium: Wage determination, Investment in Human Capital – Employment Contracts, Labour Union and Collective bargaining, Labour mobility, Discrimination in the Labour market – Fundamental of Industrial Relation and Labour Law- HRP: Objective, process, Factors of HRP, HRP model – Forecasting methods					
MODULE III	RECRUITMENT AND SELECTION				6+2
Difference between recruitment and Selection – Selection Process – Types of selection test – Recruitment Source– Constraints on recruitment efforts – Promote Diversity and Inclusion – Alternatives to Recruitment: Overtime, Repurposing human capital, Temporary Help Service, Employee Leasing, Independent Contractors, Internships,– Placement, Induction and Socialization					

MODULE IV	PERFORMANCE APPRAISAL AND TRAINING	6+2
Performance Appraisal: Definition, Performance Appraisal Process, Methods- Differences between Performance Appraisal and Performance Management – Performance Appraisal Benefits, Appraisal Errors, Appraisal Outcomes – Training: Definition, Benefits of Training, On the job and Off the job training methods		
MODULE V	THE CONTEMPORARY PRACTICES IN HRM	6+2
Disruptions in HRM – The Trend of Work From Home (WFH) – Importance of Critical Thinking, Soft Skills and Digital Skills among employees – Collaborative Learning and Virtual Learning, Compensation and Reward Management – Performance Related Pay – Competency Mapping, Balance Score card, Knowledge Transfer, Work-Life Mentoring, Employer Branding, Talent Management – Talent Poaching Employee engagement in Virtual Workplace – Retention — Green HRM		
	L – 30; TOTAL HOURS –40	
TEXT BOOKS:		
<div>1. Aswathappa, K, “Human Resource Management”, McGraw Hill Education, 8th Edition, 2017</div> <div>2. David A. DeCenzo and Stephen P. Robbins. “Human Resource Management”, John Wiley and Sons, 11th Edition, New York, 2013.</div> <div>3. Dessler, G and Varkkey, B , “Human Resource Management”, Edition Pearson, 16th Edition, 2020</div> <div>4. Seema Sanghi. “Human Resource Management”, Macmillan, New Delhi, 2012</div>		
REFERENCES:		
<div>1. Ivancevich, Human Resource Management, McGraw Hill, 7th edition, 2010.</div> <div>2. Saiyadain, M.S. “Human Resource Management”, 4th edition, New Delhi: Tata McGraw Hill, 2009.</div>		
COURSE OUTCOMES:		
CO1: The students would be able to match roles and responsibilities associated with different functional areas of HRM.		

CO2: The course would also help them to develop HR Policies and carry out Human Resources Planning effectively in organizations	
CO3: The students would be able to suggest suitable recruitment and selection methods to the organizations	
CO4: They will be able to develop simple performance appraisal templates for appraising employees' performance and design appropriate training program modules for different jobs.	
CO5: The module on contemporary practices would enable the students to stay updated with current developments and participate in discussions confidently	
Board of Studies (BoS) : 1 st BoS held on 07.07.2021	Academic Council:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L	H	M	H	L	M
CO2	H	H	H	H	H	H	H
CO3	L	M	H	H	L	H	H
CO4	M	M	H	H	H	H	H
CO5	M	M	M	L	H	H	H

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
Statement : The knowledge on the holistic approach of managing human resources brings a sustainable growth to the economy by providing employment and decent work for all.

MSE 6203	CORPORATE FINANCE	L	T	P	C
SDG:9		3	1	0	4
COURSE OBJECTIVES:					
COB1: understand the financial functions and different financial instruments in corporate environment.					
COB2: Obtain knowledge on the sources of raising finance for companies and the stock market operations.					
COB3: Understand the time value of money and apply the same to value stocks, bonds, and futures and options.					
COB4: Compute the weighted average cost of capital, and to understand the theories of capital structure.					
COB5: Understand the types of dividends and different forms of dividend policies					
MODULE I	INTRODUCTION				2+2
Corporate Finance- Objectives, functions, separation of ownership and management. Profit Maximisation vs. Wealth Maximisation. Financial instruments: equity, preference shares, debt, and derivatives.					

MODULE II	SOURCES OF FINANCE	10+ 2
Corporate finance sources: Equity financing, debt financing. Financial market: Primary market - Private Placement, Initial Public Offer (IPO), Secondary market – BSE, NSE, and Commodity market. Listing, Investment and Trading in stock markets. Financial Intermediaries, Regulation of capital market - SEBI guidelines.		
MODULE III	VALUATION OF SECURITIES	4+2
Risk and return analysis, Time value of money, Stock and bond valuation.		
MODULE IV	COST OF CAPITAL AND CAPITAL STRUCTURE	8+2
Computation of Cost of equity, debt, preference stock, and retained earnings. Weighted average cost of capital. Theories of capital structure- MM Approach.		
MODULE V	DIVIDEND POLICY	6+2
Dividend decisions: meaning, significance – Dividend policy: forms of dividend policy -Types of dividend.		
	L – 30; T – 10: TOTAL HOURS- 40	
TEXT BOOKS:		
1. Jonathan Berk, Peter DeMarzo, Jarrad Harford, ‘ Fundamentals of Corporate Finance’ 3 rd edition 2019, Pearson.		
2. Siddhartha Sankar Saha, Indian Financial System: Financial Markets, Institutions and Services, 2 nd edition, 2020, McGraw Hill.		
REFERENCES:		
1.S.N.Maheshwari, “Financial Management - Principles and Practice,” Sultan Chand and Sons, 14th revised edition, 2011.		
2. M Y. Khan and P.K Jain, “Financial Management - Text, Problems and Cases,”Tata Mc Graw Hill Education Pvt. Ltd., 3 rd reprint, 2012.		
COURSE OUTCOMES:		

CO1: Understand the financial functions and different financial instruments in corporate environment.	
CO2: Get knowledge of the sources of raising finance for companies and the stock market operations.	
CO3: Understand the time value of money and apply the same to value stocks, bonds, and futures and options.	
CO4: Compute the weighted average cost of capital, and to understand the theories of capital structure.	
CO5: Understand the types of dividends and different forms of dividend policies.	
Board of Studies (BoS) : 1 st BoS held on 07.07.2021	Academic Council:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	L						
CO2			H				
CO3					M		
CO4							H
CO5				M			

SDG No. 9 : Industry, Innovation, & Infrastructure
Statement : This course focuses on corporate finance which is essential for the sustainable industrial infrastructure

MSE 6204	OPERATIONS MANAGEMENT	L	T	P	C
SDG: 12		3	1	0	4
COURSE OBJECTIVES:					
COB1:To learn the concepts of operations management and related contemporary issues					
COB2:To learn to forecast demand, design capacity and take location and layout decisions.					
COB3:To gain insight into design of product, process and work					

Systems		
COB4: To learn to manage materials and control inventory in an Organization		
COB5: To learn to schedule and complete projects in a business Environment		
MODULE I	INTRODUCTION TO OPERATIONS MANAGEMENT	6+2
Operations Management – nature, importance, evolution, differences between goods and services, system perspective, functions and sub-functions, challenges, recent trends; Operations strategy - building operations strategies on competitive priorities; Measuring productivity and methods to improve productivity.		
MODULE II	DEMAND FORECASTING, CAPACITY AND FACILITY DESIGN	6+2
Demand – types, patterns - demand forecasting – objectives and types, overview of qualitative and quantitative methods; Capacity Planning – types, considerations, approaches; Overview of MRP, MRP II and ERP. Facility Location – factors to be considered, location models; Facility Layout – principles, types, planning tools and techniques.		
MODULE III	DESIGN OF PRODUCT, PROCESS AND WORK SYSTEMS	6+2
Product Design – influencing factors, approaches, legal, ethical and environmental issues. Process – planning, selection, major decisions. Work Study – method study and motion study, work measurement.		
MODULE IV	MATERIALS MANAGEMENT	6+2
Materials Management - Objectives - Sub-functions – Sourcing - Purchasing – Storekeeping – Role - Importance; Types of Inventory - Need for Inventory - Inventory Costs - Economic Order Quantity (EOQ) - Basic Inventory Models – Reorder level - Safety Stock.		
MODULE V	PROJECT MANAGEMENT	6+2
Project Management – Network construction - PERT - CPM - Computation of project completion time – Critical path - Floats – Resource Allocation – Gantt Charts.		
	L – 30; T – 10; TOTAL HOURS – 40	
TEXT BOOKS:		

1. Gaither Norman, "Operations Management: Concepts, Techniques & Applications", Cengage Learning, 9th Edition, New Delhi, 2002.
2. Richard B. Chase, Ravi Shankar, F. Robert Jacobs, Nicholas J. Aquilano, "Operations and Supply Management", Tata McGraw Hill, 12th Edition, New Delhi, 2010.

REFERENCES:

1. Aswathappa, K., Shridhara Bhat, K., "Production and Operations Management", Himalaya Publishing House, 2nd Edition, New Delhi, 2011. (ISBN 13: 9789350971888)
2. William J Stevenson, "Operations Management", Tata McGraw Hill, 12th Edition, New Delhi, 2009. (ISBN: 9788131756218)
3. Chary S. N., "Production and Operations Management", Tata McGraw Hill, 3rd Edition, New Delhi, 2008. (ISBN: 9781259051234)
4. Pannerselvam R., "Production and Operations Management", Prentice Hall India, 3rd Edition, New Delhi, 2012. (ISBN: 9788120345553)

COURSE OUTCOMES:

CO1: Appreciate basic operation management concepts

CO2: Forecast demand to design capacity and make better location and layout decisions

CO3: Design product, process and work systems

CO4: Manage materials flow and control inventory in an organization

CO5: Schedule and complete projects in the shortest possible time

Board of Studies (BoS) :

1st BoS held on 07.07.2021

Academic Council:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	L	M	M	H	H	M
CO2	H	H	M	M	H	H	M
CO3	H	H	M		H	H	L
CO4	H	H	M		H	M	L
CO5	H	H	M		H	M	L

SDG 12 : Ensure sustainable consumption and production patterns

Statement: The holistic understanding of the concepts of operations management leads to the production of goods and services for the mankind without adversely affecting the environment.

MSE 6205	MARKETING MANAGEMENT	L	T	P	C
SDG: 4		3	1	0	4
COURSE OBJECTIVES:					
COB1: Familiarize with the fundamentals and core concepts of Marketing					
COB2: Learn the bases of market segmentation and identify strategies for differentiating, targeting & positioning and strategies to meet competition					
COB3: Gain insight about consumer decision making & purchasing behavior, get acquainted with marketing research process & some marketing metrics / analytics.					
COB4: Receive conceptual insights about product and price elements of marketing mix					
COB5: Gain knowledge about place and promotion elements					
MODULE I	MARKETING: BASIC CONCEPTS				6+1
Marketing: definition, evolution, objectives, concepts, process, organization structure, relationship with other functions - Impact of micro and macro environment on marketing; Marketing mix for products and services - Typology of products and markets - Goods & Services, Durables, FMCG, White goods etc. - B2B and B2C – Services Marketing - Marketing ethics - Trends in marketing: Introduction to Relationship marketing, Demarketing, Neuro marketing, Viral marketing, Web enabled marketing, Digital marketing, Remarketing, Social media marketing, Green marketing, Societal marketing					
MODULE II	S-T-P AND COMPETITIVE STRATEGIES				6+2
Segmentation: Objectives, approaches, bases - Characteristics of effective segmentation - Patterns of segmentation; Differentiating market offerings- Purposes-Tools for competitive differentiation; Market Targeting- Factors for evaluating and selecting market segments for targeting; Product positioning – Purposes - Principles - Positioning strategies - Perceptual mapping - Competitive Marketing Strategies: strategies for market leader, challenger,					

follower and niche markets – Guerrilla marketing - Ansoff's Matrix - Michael Porter's generic strategies.		
MODULE III	MARKETING RESEARCH, ANALYTICS AND CONSUMER BEHAVIOUR	6+3
Marketing information system - Steps in marketing research - Essential features of marketing research - Marketing metrics & analytics: definition, importance, introduction to components and tools - Consumer behavior: need, overview of the influencing (individual and group) factors - Organizational & institutional customers - Influencing factors - Consumer decision process - Post purchase behavior - Consumer adoption process and diffusion		
MODULE IV	PRODUCT AND PRICE	6+2
Elements of marketing mix - Product: definition, levels, hierarchy, systems & mix, Product line decisions - New product development stages – Product planning-Product life cycle and Strategies – Packaging- Labeling- Branding - Types of brands - Pricing: objectives, strategies, methods.		
MODULE V	PLACE & PROMOTION	6+2
Marketing channel: importance, functions, flows, levels, characteristics - Selection, design and management of channel members - Promotion Mix: elements / promotion tools - Integrated communication model - Communication process - Steps in developing effective communication - Setting promotion budget and promotion mix - Basics of advertising, sales promotion, personal selling and public relations.		
	L – 30 Hours; T-10 Hours TOTAL HOURS –40	
TEXT BOOKS:		
1. Kotler Philip , Marketing Management, Prentice Hall of India, New Delhi, 2017.		
REFERENCES:		
1. Baines Paul, Fill Chris, Page Kelly & Sinha K Piyush, Marketing, Oxford University Press, New Delhi, 2015.		
2. Schiffman Leon G, Wisenblit Joseph and. Ramesh Kumar S Consumer Behaviour, Pearson Education, New Delhi, 2015.		
3. Sexena Rajan, Marketing Management, Himalaya Publishing House, New Delhi 2017.		

4. Ramaswamy V.S and Namakumari S, Marketing Management, 3rd Edition, Macmillan, New Delhi, 2019.

COURSE OUTCOMES:

CO1: Recognize and apply the knowledge of marketing concepts

CO2: Choose the right bases for segmenting a market and design strategies to differentiate, target & position the products as well as strategies to meet competition

CO3: Comprehend the marketing research process & consumer decision process and identify some marketing metrics

CO4: Identify products and services suitable to target markets and choose appropriate pricing techniques

CO5: Suggest distribution channels and promotional tools suitable for target markets

Board of Studies (BoS) :

1st BoS held on 07.07.2021

Academic Council:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M			H			
CO2	L	H	H			H	M
CO3	L	H	H	L	M	H	M
CO4	M	H	H	H	M	H	M
CO5	M	H	H	H	M	H	M

SDG 4 : Empower students with knowledge and skills and acts as a force for sustainable development.

Statement : Providing inputs related to the elements of marketing mix and STP strategies for sustainable development of the environment for consumer behavior and satisfaction.

MSE 6206	CURRENT AFFAIRS IN BUSINESS LAB.	L	T	P	C
SDG: 8		0	0	2	1
COURSE OBJECTIVES: The objectives of this lab course would be to:					
COB1: Facilitate the students to update knowledge on the recent trends and developments in the business world					
COB2: Make them acquainted the drivers of changes in business Scenario					
COB3: Provide opportunity to get knowledge on local, national and international environment of business					
COB4: Familiarize the role of government and society in business					
COB5: Enable the students to gain information about CEOs/ entrepreneurs					
PRACTICALS					

List of Experiments:

1. Industry profile (e.g., Automobiles, Textiles, Information Technology, Retailing, Banking, Manufacturing, Telecom, etc.)
2. Company Locations
3. CEOs / Boards of various Companies
4. Entry / Exit of Companies
5. Mergers, Acquisitions, Take-Overs, etc.
6. Products / brands launched by companies
7. Successful Entrepreneurs
8. Government Policies, Regulations and Impact on Business
9. Inflation / Deflation
10. Stock Market
11. Comparison of Global and National Business Scenario
12. Financial Institutions & Regulatory Bodies

P – 20 ; TOTAL HOURS – 20**PEDAGOGY / METHODOLOGY FOR CLASS:**

2. A suitable mix of the following:
3. Participative learning
4. Guided training
5. Group Discussion
6. Presentation
7. (Throughout this course students will keep them updated with business affairs appearing in sources such as: newspapers, business magazines, television channels, etc. This means that the students need to make it a habit to read the newspaper on daily basis and search the archives as well)

ASSESSMENT COMPONENTS / METHODS:

1. Assessment pattern would be based on the following components:
2. Quality of presentation
3. Students' participation
4. Timely submission of presentation material
5. Quiz

6. Assignment	
COURSE OUTCOMES: Students who complete this course would:	
CO1: Have updated knowledge on business affairs in a variety of Industries	
CO2: Be able to analyse the dynamics of happenings in companies and business environment	
CO3: Be equipped to relate the current business practices with the subsequent courses offered in the degree programme	
CO4: Appreciate the knowledge of current affairs in managing Enterprises	
CO5: Assess the different issues in business to reduce the impact in business and comprehend the impact of government and society on business	
Board of Studies (BoS) : 1 st BoS held on 07.07.2021	Academic Council:

	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	M			L			
CO2			M			M	H
CO3	H				M		
CO4						M	H
CO5					H		

SDG 8 : Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
Statement: Thorough knowledge and understanding on different industries helps in managing different areas of business effectively with employment productivity.

MSE 6207	PSYCHOMETRICS AND CORPORATE CONNECT LAB.	L	T	P	C
SDG: 4		0	0	2	1
COURSE OBJECTIVES:					

COB1: To equip students for campus placement	
COB2: To help in identifying individual student's strengths and Weakness	
COB3: To enhance the communication ability & self-confidence level of students	
COB4: To hone their human skills for effective corporate adaptability	
COB5: To facilitate in establishing a brand image of themselves in the corporate arena	
PRACTICALS	
List of Experiments: <ol style="list-style-type: none"> 1. Self-Introspection & SWOT Analysis 2. Developing Assertiveness and Self-Confidence 3. Barriers and Filters of Communication (Corporate Communication and Public Speaking) - Just A Minute Talk 4. Managing Emotions 5. Being Expressive - SMART Goals 6. Positive Attitude and Lateral Thinking - Creativity based Exercise 7. Personality assessment - Holland Code Career Test, MBTI test, etc. 8. In-Basket technique 9. Time and Stress Management 10. Corporate Dressing Etiquette 11. Dining Etiquette 12. Business Etiquettes 13. Meeting & Telephonic Etiquette 14. Social Etiquette 15. Group Discussion 16. Resume Writing 17. Mock Interview 18. Learning Life skills through Film Reviews 	
	P – 20 ; TOTAL HOURS – 20
TEXT BOOKS:	
<ol style="list-style-type: none"> 1. Hurlock, E.B (2006). Personality Development, 28th Reprint. New Delhi: Tata Mc Graw Hill. 	

2. Pravesh Kumar (2005). All about Self- Motivation. New Delhi: Goodwill Publishing House.
3. Smith, B (2004). Body Language. Delhi: Rohan Book Company.
4. Stephen P. Robbins, Phillip L. Hunsaker Training in Interpersonal Skills: TIPS for Managing People at Work (2012), 6th Edition, Prentice

REFERENCES:

1. Dorch, Patricia. What Are Soft Skills? New York: Execu Dress Publisher, 2013.
2. Kamin, Maxine. Soft Skills Revolution: A Guide for Connecting with Compassion for Trainers, Teams, and Leaders. Washington, DC: Pfeiffer & Company, 2013.
3. Klaus, Peggy, Jane Rohman & Molly Hamaker. The Hard Truth about Soft Skills. London: HarperCollins E-books, 2007.
4. Petes S. J., Francis. Soft Skills and Professional Communication. New Delhi: Tata McGraw-Hill Education, 2011.
5. Stein, Steven J. & Howard E. Book. The EQ Edge: Emotional Intelligence and Your Success. Canada: Wiley & Sons, 2006.

COURSE OUTCOMES:

CO1: Meet corporate expectations

CO2: Imbibe professional approach towards execution of corporate Assignments

CO3: Exhibit enhanced level of confidence

CO4: Communicate effectively

CO5: Display right etiquettes and emotions in their workplace

Board of Studies (BoS) :

1st BoS held on 07.07.2021

Academic Council:

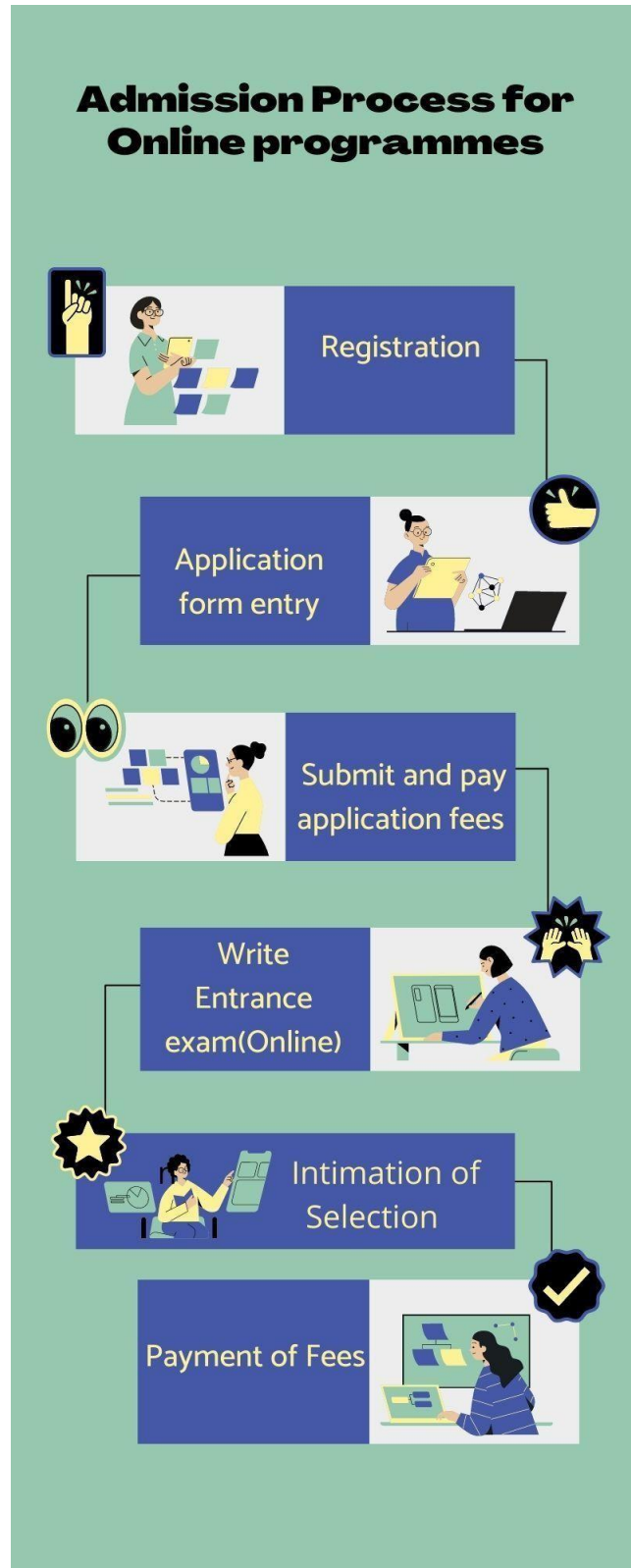
	PO1	PO2	PO3	PO4	PO5	PO6	PO7
CO1	H	H	H	H	H	H	L
CO2	H	H	H	H	H	H	H

CO3	H	H	H	H	H	H	H
CO4	H	H	H	H	H	H	H
CO5	H	H	H	H	H	M	H

SDG 4 : Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Statement : Opportunities for growth is ensured by meeting corporate expectations leading to an inclusive quality education thereby promoting lifelong learning opportunities.

Admission Process (Online)



Admission Process for Distance learning programmes

