

5. Fundamentals of Management Accounting, H. V.Jhamb
6. Cost and Management Accounting, M. N. Arora
7. Financial Accounting for Managers, Sanjay Dhmiya, Pearson Publications
8. Management Accounting, Mr. Anthony Atkinson, Robert Kaplan, Pearson
9. Accounting For Management, Jawarhar Lal
10. Accounting, Shukla Grewal
11. Management Accounting, Ravi Kishore
12. Accounting for Managers, Dearden and Bhattacharya

Semester I		102 - Organizational Behaviour
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO102.1	REMEMBERING	DESCRIBE the major theories, concepts, terms, models, frameworks and research findings in the field of organizational behavior.
CO102.2	UNDERSTANDING	EXPLAIN the implications of organizational behavior from the perspectives of employees, managers, leaders and the organization.
CO102.3	APPLYING	MAKE USE OF the Theories, Models, Principles and Frameworks of organizational behavior in specific organizational settings.
CO102.4	ANALYSING	DECONSTRUCT the role of individual, groups, managers and leaders in influencing how people behave and in influencing organizational culture at large.
CO102.5	EVALUATING	FORMULATE approaches to reorient individual, team, managerial and leadership behaviour in order to achieve organizational goals.
CO102.6	CREATING	ELABORATE UPON the challenges in shaping organizational behavior, organizational culture and organizational change.

- 1. Fundamentals of OB:** Evolution of management thought , five functions of management, Definition, scope and importance of OB, Relationship between OB and the individual, Evolution of OB, Models of OB (Autocratic, Custodial, Supportive, Collegial & SOBC), Limitations of OB. **Values, Attitudes and Emotions:** Introduction, Values, Attitudes, Definition and Concept of Emotions, Emotional Intelligence - Fundamentals of Emotional Intelligence, The Emotional Competence Framework, Benefits of Emotional Intelligence , difference between EQ and IQ. **Personality & Attitude:** Definition Personality, importance of personality in Performance, The Myers-Briggs Type Indicator and The Big Five personality model, Johari Window , Transaction Analysis , Definition Attitude Importance of attitude in an organization, Right Attitude, Components of attitude, Relationship between behavior and attitude. **(7+2)**
- 2. Perception:** Meaning and concept of perception, Factors influencing perception, Selective perception, Attribution theory, Perceptual process, Social perception (stereotyping and halo effect). **Motivation:** Definition & Concept of Motive & Motivation, The Content Theories of Motivation (Maslow's Need Hierarchy & Herzberg's Two Factor model Theory), The Process Theories (Vroom's expectancy Theory & Porter Lawler model), Contemporary Theories- Equity Theory of Work Motivation. **(8+2)**
- 3. Group and Team Dynamics :** The Meaning of Group & Group behavior & Group Dynamics, Types of Groups, The Five -Stage Model of Group Development Team Effectiveness & Team Building. **Leadership:** Introduction, Managers V/s Leaders. Overview of Leadership- Traits and Types, Theories of Leadership.- Trait and Behavioral Theories. **(8+2)**
- 4. Conflict Management –** Definition and Meaning, Sources of Conflict, Types of Conflict, Conflict Management Approaches. **Organizational Culture:** Meaning and Nature of Organization Culture - Origin of Organization Culture, Functions of Organization Culture, Types of Culture, Creating and Maintaining Organization Culture, Managing Cultural Diversity. **(7+2)**
- 5. Stress at workplace:** Work Stressors – Prevention and Management of stress – Balancing work and Life, workplace spirituality. **Organizational Change:** Meaning, definition & Nature of Organizational Change, Types of Organizational change, Forces that acts as stimulants to change. Kurt Lewin's- Three step model, How to overcome the Resistance to Change, Methods of Implementing Organizational Change, Developing a Learning Organization. **(5+2)**

Note: Evolution of Management thought to OB and functions of management to be covered in brief as a background interface to the subject only

Suggested Text Books:

1. Organizational Behaviour, Robins
2. Organizational Behaviour, Nelson & Quick
3. Organizational Behaviour, Fred Luthans
4. Organizational Behaviour, Stephen Robins, Timothy Judge, Neharika Vohra
5. Organizational Behaviour, M N Mishra
6. Organizational Behaviour, K Ashwathappa

Suggested Reference Books

1. Understanding OB, Uday Pareek
2. Change & Knowledge Management, Janakiram, Ravindra and Shubha Murlidhar
3. Human Resource Management, Nkomo, CENGAGE Learning

Semester I		103 – Economic Analysis for Business Decisions
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO103.1	REMEMBERING	DEFINE the key terms in micro-economics.
CO103.2	UNDERSTANDING	EXPLAIN the key terms in micro-economics, from a managerial perspective.
CO103.3	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE their significance from the perspective of business decision making.
CO103.4	ANALYSING	EXAMINE the inter-relationships between various facets of micro-economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO103.5	EVALUATING	DEVELOP critical thinking based on principles of micro-economics for informed business decision making.
CO103.6	CREATING	ANTICIPATE how other firms in an industry and consumers will respond to economic decisions made by a business, and how to incorporate these responses into their own decisions.

1. **Managerial Economics:** Concept of Economy, Economics, Microeconomics, Macroeconomics. Nature and Scope of Managerial Economics, Managerial Economics and decision-making. Concept of Firm, Market, Objectives of Firm: Profit Maximization Model, Economist Theory of the Firm, Cyert and March's Behavior Theory, Marris' Growth Maximisation Model, Baumol's Static and Dynamic Models, Williamson's Managerial Discretionary Theory. **(6+1)**
2. **Utility & Demand Analysis:** Utility – Meaning, Utility analysis, Measurement of utility, Law of diminishing marginal utility, Indifference curve, Consumer's equilibrium - Budget line and Consumer surplus. Demand - Concept of Demand, Types of Demand, Determinants of Demand, Law of Demand, Elasticity of Demand, Exceptions to Law of Demand. Uses of the concept of elasticity. Forecasting: Introduction, Meaning and Forecasting, Level of Demand Forecasting, Criteria for Good Demand Forecasting, Methods of Demand Forecasting, Survey Methods, Statistical Methods, Qualitative Methods, Demand Forecasting for a New Products. (Demand Forecasting methods - Conceptual treatment only numericals not expected) **(8+1)**
3. **Supply & Market Equilibrium:** Introduction, Meaning of Supply and Law of Supply, Exceptions to the Law of Supply, Changes or Shifts in Supply. Elasticity of supply, Factors Determining Elasticity of Supply, Practical Importance, Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning of Production and Production Function, Cost of Production. Cost Analysis: Private costs and Social Costs, Accounting Costs and Economic costs, Short run and Long Run costs, Economies of scale, Cost-Output Relationship - Cost Function, Cost-Output Relationships in the Short Run, and Cost-Output Relationships in the Long Run. **(8+1)**
4. **Revenue Analysis and Pricing Policies:** Introduction, Revenue: Meaning and Types, Relationship between Revenues and Price Elasticity of Demand, Pricing Policies, Objectives of Pricing Policies, Cost plus pricing. Marginal cost pricing. Cyclical pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer pricing. Price Determination

Learning Phenomena, Reinforcement, Schedules of reinforcement, role of reinforcement in developing subordinate Social Behavior, Transfer of Training, Learning by Observing Models, Biological Limits. **(6)**

4. Memory: Learning and Memory as Intertwined Processes, Kinds of Information Stored in Memory, Measures of Retention, The Three Components of Memory – Encoding, Storage, Retrieval, Interference Theory, Decay Theory, Information Processing I: Separate-Store Models, Information Processing II: Levels of Processing, Issues in Memory. **(6)**

5. Cognition: Thinking - Mental Imagery, Problem Solving, Decision Making. Concept Formation, Language development. Relationship between language and thinking. **Emotion:** Definition of Emotion, the Physiology of Emotion, Emotional Expression - Verbal & Non Verbal, Labelling Emotions, Theories of Emotion – Common sense theory of emotion, James Lang theory of emotion, Cannon Bard Theory of Emotion, Cognitive Arousal Theory of Emotion **(6)**

Suggested Text Books:

1. Psychology Ciccarelli, S. K & Meyer, G.E Pearson Education Ltd.
2. Introduction to Psychology, Clifford T. Morgan, Richard A King, John R Weisz and John Schopler, Indian Edition

Suggested Reference Books:

1. Essentials of understanding psychology, Feldman.S.R, Tata Mc Graw Hill.
2. Psychology, Baron, R.A and Misra, G. Pearson Education Ltd.

Semester I		111 - Legal Aspects of Business
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO111.1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO111.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO111.3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO111.4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO111.5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations

1. The Contract Act, 1872: Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency. **(5+1)**

2. Sale of Goods Act, 1930: Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction. **(5+1)**

3. The Negotiable Instrument Act, 1881: Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument – Noting and Protest. **(5+1)**

4. The Companies (Amendment) Act, 2015: Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director. **(5+1)**

5. The Consumer Protection Act, 1986, Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority. **Information Technology Act, 2000,** Digital Signature, Electronic Governance, Electronic Records E – Contracts, E – Business models, E – Commerce & Security, Cyber Crimes. Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs. **(5+1)**

Suggested Text books:

1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N.D.Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian

Suggested Reference Books:

1. Legal Aspects of Business, Ravinder Kumar

2. Business Laws, S. D. Geet
3. Business Laws, S.S. Gulshan
4. Legal Aspects of Business, Akhileshwar Pathak

Semester I		112 – Demand Analysis and Forecasting
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO112.1	REMEMBERING	DESCRIBE the key terms associated with demand analysis, demand estimation and demand forecasting.
CO112.2	UNDERSTANDING	SUMMARIZE the use of demand forecasting in various functions of management.
CO112.3	APPLYING	IDENTIFY the pros and cons of various forecasting methods
CO112.4	ANALYSING	DECONSTRUCT a forecast into its various components
CO112.5	EVALUATING	BUILD a forecast for common products and services using time-series data.

- 1. Demand Analysis:** An Overview, Significance of Demand Analysis and Forecasting, How Predictable Is the Future? Some Causes of Forecast Error, Myths versus Reality of Forecasting, Data Collection, Storage, and Processing Reality, Art-of-Forecasting, Reality of Judgmental Overrides, Reality of Unconstrained Forecasts, Constrained Forecasts, and Plans, Accuracy of Forecast , Short Run Forecast , Long Term Forecast. Applications of Forecasting – Forecasting economic trends, Sales Forecasts, Staffing forecasts, budgeting, revenue and tax planning, cash flows forecasting, raw material planning, inventory planning, etc. **(5+1)**
- 2. Estimation of Demand - Marketing Research Techniques - Consumer Surveys, Consumer Clinics and Focus Groups, Market Experiments in Test Stores. Statistical Estimation, Variable Identification, Time Series and Cross Sectional Data Collection, Specification of the Model, Estimation of the Parameters, Interpretation of Regression Statistics. (5+1)**
- 3. Forecasting Demand :** Overview of Forecasting Methods, Selecting a Forecasting Technique, Purpose of Forecast, Type of Users, Patterns in the Data Series, Lead Time, Minimum Data Requirement, Desired Accuracy, Cost of forecasting, Qualitative Forecasting Techniques - Survey and Opinion Polling Techniques, Delphi Method, Cross Impact Analysis, Historical Analogy. **(5+1)**
- 4. Quantitative Forecasting Methods Using Time Series Data:** Time Series Analysis - Trend Analysis, Cyclical Variations, Seasonal Effects, Random Fluctuations, Smoothing Techniques, Moving Averages, Exponential Smoothing, Single Exponential Smoothing, Holt's Two-Parameter Method, Holt's-Winters' Method, Winters' Additive Seasonality Standard Statistical Error Terms, Specific Measures of Forecast Error, Out-of-Sample Measurement, Forecast Value Added. Barometric Techniques - Leading, Lagging and Coincident Economic Indicators, Diffusion and Composite Indexes, Choose the Appropriate Forecasting Method Use of Software Packages for Forecasting such as EXCEL. **(5+1)**
- 5. New Product Forecasting:** Using Structured Judgment, Differences between Evolutionary and Revolutionary New Products, General Feeling about New Product Forecasting, New Product Forecasting Overview, What Is a Candidate Product? New Product Forecasting Process, Structured Judgment Analysis, Structured Process Steps, Statistical Filter Step, Model Step, Forecast Step. **(5+1)**

Suggested Text Books:

1. Demand-Driven Forecasting: A Structured Approach to Forecasting, Charles W. Chase
2. Demand Forecasting for Managers, Stephan Kolassa
3. Forecasting: Principles and Practice, George Athanasopoulos and Rob J. Hyndman

Suggested Reference Books:

1. Fundamentals of Demand Planning and Forecasting - Forecasting & Planning , Chaman L. Jain and Jack Malheron

Semester II		207 – Contemporary Frameworks in Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Deception, Reciprocity and trust, Affiliation and conflicts of interest. Legal considerations - Data management, Copyright. **(6+1)**

2. Research Design: Concept, Features of a robust research design. Exploratory, Descriptive, Quasi Experimental, Experimental research designs, Concept of Cause and Effect, Difference between Correlation and causation. Types of Variables – Independent, Dependent, concomitant, mediating, moderating, extraneous variables, Basic knowledge of Treatment & Control group, Case study design. Cross-sectional and Longitudinal designs, Qualitative and Quantitative research approaches, Pros and Cons of various designs, choice of a research design. **Hypothesis:** Definition, research Hypothesis, Statistical hypothesis, Null hypothesis, Alternative Hypothesis, Directional Hypothesis, Non-directional hypothesis. Qualities of a good Hypothesis, Framing Null Hypothesis & Alternative Hypothesis. Concept of Hypothesis Testing - Logic & Importance. **(7+1)**

3. Data & Measurement: Meaning of data, Need for data. **Secondary Data:** Definition, Sources, Characteristics, Advantages and disadvantages over primary data, Quality of secondary data - Sufficiency, adequacy, reliability and consistency. **Primary Data:** Definition, Advantages and disadvantages over secondary data. **Measurement:** Concept of measurement, What is measured? Problems in measurement in management research - Validity and Reliability, Levels of measurement - Nominal, Ordinal, Interval, Ratio. **Attitude Scaling Techniques:** Concept of Scale – Rating Scales viz. Likert Scales, Semantic Differential Scales, Constant Sum Scales, Graphic Rating Scales – Ranking Scales – Paired Comparison & Forced Ranking - Concept and Application. **Questionnaire:** Questionnaire Construction - Personal Interviews, Telephonic survey Interviewing, Online questionnaire tools. **(8+1)**

4. Sampling: Basic Concepts: Defining the Universe, Concepts of Statistical Population, Sample, Characteristics of a good sample. Sampling Frame, determining the sample frame, Sampling errors, Non Sampling errors, Methods to reduce the errors, Sample Size constraints, Non Response. **Probability Sample:** Simple Random Sample, Systematic Sample, Stratified Random Sample, Area Sampling & Cluster Sampling. **Non Probability Sample:** Judgment Sampling, Convenience Sampling, Purposive Sampling, Quota Sampling & Snowballing Sampling methods. **Determining size of the sample:** Practical considerations in sampling and sample size, (sample size determination formulae and numericals not expected) **(9+1)**

5. Data Analysis & Report Writing: Data Analysis: Cleaning of Data, Editing, Coding, Tabular representation of data, frequency tables, Univariate analysis - Interpretation of Mean, Median Mode; Standard deviation, Coefficient of Variation. **Graphical Representation of Data:** Appropriate Usage of Bar charts, Pie charts, Line charts, Histograms. **Bivariate Analysis:** Cross tabulations, Bivariate Correlation Analysis - meaning & types of correlation, Karl Person's coefficient of correlation and spearman's rank correlation. Chi-square test including testing hypothesis of association, association of attributes. **Linear Regression Analysis:** Meaning of regression, Purpose and use, Linear regression; Interpretation of regression co-efficient, Applications in business scenarios. **Test of Significance:** Small sample tests: t (Mean, proportion) and F tests, Z test. Non-parametric tests: Binomial test of proportion, Randomness test. Analysis of Variance: One way and two-way Classifications. **Research Reports:** Structure of Research report, Report writing and Presentation. **(10+1)**

Note:

1. It is desirable to use MS Excel / SPSS / Systat for delivery of unit 5.
2. For unit 5, Formulae and calculations are not expected. Interpretation of the given data/test outcomes is expected for appropriate managerial decisions / inferences.

Suggested Text Books:

1. Business Research Methods, Donald Cooper & Pamela Schindler, TMGH.
2. Business Research Methods, Alan Bryman & Emma Bell, Oxford University Press
3. Research Methods for Social Work, Allen, Earl R. Babbie, Cengage
4. Research Methods in Business Studies: A Practical Guide, Pervez Ghauri, Dr Kjell Gronhaug, FT Prentice Hall

Suggested Reference Books:

1. Business Research Methods, William G. Zikmund, Barry J. Babin, Jon C. Carr, Mitch Griffin, Cengage Learning
2. Approaches to social research, Royce Singleton, Bruce C. Straits, Margaret Miller Straits, Oxford University Press
3. Research Methods: The Basics, Nicholas S. R. Walliman, Nicholas Walliman, Routledge,
4. Research Methodology In Management, Dr.V.P.Michael

Semester I		105 – Basics of Marketing
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO105.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks and terms related to the function and role of marketing.
CO105.2	UNDERSTANDING	DEMONSTRATE the relevance of marketing management concepts and frameworks to a new or existing business across wide variety of sectors and ILLUSTRATE the role that marketing plays in the 'tool kit' of every organizational leader and manager.
CO105.3	APPLYING	APPLY marketing principles and theories to the demands of marketing function and practice in contemporary real world scenarios.
CO105.4	ANALYSING	EXAMINE and LIST marketing issues pertaining to segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services).
CO105.5	EVALUATING	EXPLAIN the interrelationships between segmentation, targeting and positioning, marketing environment, consumer buying behavior, marketing mix and Product Life Cycle with real world examples.
CO105.6	CREATING	DISCUSS alternative approaches to segmentation, targeting and positioning, the marketing environment, consumer buying behavior, marketing mix and Product Life Cycle in the context of real world marketing offering (commodities, goods, services, e-products/ e-services.).

1. Introduction to Marketing: Definition & Functions of Marketing- Scope of Marketing, Evolution of Marketing, Core concepts of marketing – Need, Want, Demand, Customer Value, Exchange, Customer Satisfaction, Customer Delight, Customer loyalty, Concepts of Markets, Marketing V/S Market Competition, Key customer markets, market places, market spaces, Meta-markets, Digital Markets, Brick & Click Model. Impact of Globalization, Technology and Social Responsibility on Marketing. New Consumer Capabilities, New Company Capabilities. Functions of Marketing Manager. Linkage of Marketing functions with all functions in the organization. Company orientation towards market place: Product – Production - Sales – Marketing –Societal – Relational, Holistic Marketing Orientation. Selling versus marketing. Concept of Marketing Myopia. Marketing Process, Understanding Marketing as Creating, Communicating, and Delivering Value **(5+2)**

2. Marketing Environment: Concept of Environment, Macro Environment & Micro Environment – Components and characteristics, Needs & Trends, Major forces impacting the Macro Environment & Micro Environment, Need for analyzing the Marketing Environment. Analyzing the Political, Economic, Socio-cultural, Technical and Legal Environment. Demographics. **(5+2)**

3. Segmentation, Target Marketing & Positioning: Segmentation - Concept, Need & Benefits. Geographic, Demographic, Psychographic, Behavioural bases of segmentation for consumer goods and services. Bases for segmentation for business markets. Levels of segmentation, Criteria for effective segmentation. Market Potential & Market Share. Target Market - Concept of Target Markets and criteria for selection. Segment Marketing, Niche & Local Marketing, Mass marketing, Long Tail Marketing. Positioning - Concept of differentiation & positioning, Value Proposition & Unique Selling Proposition. **(8+2)**

4. Consumer Behavior: Meaning & importance of consumer behavior, Comparison between Organizational Buying behavior and consumer buying behavior, Buying roles, Five steps consumer buyer decision process – Problem Recognition, Information Search, Evaluation of Alternatives, Purchase Decision, Post Purchase behavior. Moment of Truth, Zero Moment of Truth, ZMOT, Moderating effects on consumer behavior. **(7+2)**

5. Marketing Mix: Origin & Concept of Marketing Mix, 7P's - Product, Price, Place, Promotion, People, Process, Physical evidence. **Product Life Cycle:** Concept & characteristics of Product Life Cycle (PLC), Relevance of PLC, Types of PLC and Strategies across stages of the PLC. **(10+2)**

Note: Real world examples / cases are expected to be analyzed in the class as well as included in the examination.

Suggested Text Books:

1. Marketing Management, Philip Kotler, Kevin Lane Keller, Abraham Koshy, Mithileshwar Jha, Pearson
2. Marketing Management, Rajan Saxena, TMGH

3. Marketing, Lamb Hair Sharma, Mc Daniel, Cengage Learning

Suggested Reference Books:

1. Principles of Marketing, Philip Kotler, Gary Armstrong, Prafulla Agnihotri, Ehasan Haque, Pearson
2. Marketing Management- Text and Cases, Tapan K Panda, Excel Books
3. Marketing Management, Ramaswamy & Namakumari, Macmillan.
4. Marketing Whitebook

Semester I		106 – Digital Business
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO106.1	REMEMBERING	DESCRIBE the conceptual framework of e commerce, mobile commerce and social commerce.
CO106.2	UNDERSTANDING	SUMMARIZE the impact of information, mobile, social, digital, IOT and related technologies on society, markets & commerce.
CO106.3	APPLYING	ILLUSTRATE value creation & competitive advantage in a digital Business environment.
CO106.4	ANALYSING	EXAMINE the changing role of intermediaries, changing nature of supply chain and payment systems in the online and offline world.
CO106.5	EVALUATING	ELABORATE upon the various types of digital business models and OUTLINE their benefits and limitations.
CO106.6	CREATING	DISCUSS the various applications of Digital Business in the present day world.

1. **Electronic Commerce:** The Digital Revolution and Society, The Digital and Social Worlds - The Digital Economy, The Digital Enterprise, Virtual Communities, Online Communities, Defining Electronic Commerce, Emerging E-Commerce Platforms. E-Business, Electronic Markets and Networks; The Content and Framework of E-Commerce, Classification of E-Commerce by the Nature of the Transactions and the Relationships Among Participants, E-Commerce Business Models, Integrating the Marketplace with the Marketspace, Web 2.0. Drivers, Benefits and Limitations of E-Commerce, Impact of E-Commerce on business, government, customers, citizens and society. **(7+2)**
2. **Mobile Commerce, Social Commerce and IoT:** Mobile Commerce, Attributes Applications and Benefits of M-Commerce, Mobile Marketing - Shopping and Advertising. **Social Commerce:** Social Commerce, Social Business (Enterprise), Social Business Networks and Social Enterprise, Social Media, Platforms for Social Networking; Social Media Marketing, Enterprise 2.0, Improved Business Models. Entrepreneur Networks, Enterprise Social Networks, The Benefits and Limitations of Social Commerce, Benefits to Customers, Retailers, Employees, players in the ecosystem. Social Collaboration (Collaboration 2.0) - Essentials of Social Collaboration, Consumer-to-Consumer Electronic Commerce (C2C), Person-to-Person models. **Internet of Things:** Concept of IoT, Smart Homes and Appliances, Smart Cities, Smart Cars, Wearable Computing and Smart Gadgets. **(7+2)**
3. **Digital Business Ecosystem:** Electronic Commerce Mechanisms, Online Purchasing Process, E-Marketplaces - Types, Components and Participants, Disintermediation and Reintermediation; Customer Shopping Mechanisms - Webstores, Malls, and Portals, Webstores, Electronic Malls, Web (Information) Portals. **Intermediaries:** Roles of Intermediaries in E-Marketplaces, Merchant Solutions: Electronic Catalogs, Search Engines, and Shopping Carts, Electronic Catalogs, E-Commerce Search Activities, Auctions - Traditional Auctions Versus E-Auctions, Dynamic Pricing. **Changing Supply Chains:** Structure of the Supply Chain, EC Order Fulfillment Process, Speeding Up Deliveries, Partnering Efforts and Outsourcing Logistics, Order Fulfillment in Make-to- Order (MTO) and Mass Customization. **Digital Payments:** Smart Cards, Stored-Value Cards, EC Micropayments, Payment Gateways, Mobile Payments, Digital and Virtual Currencies, Security, Ethical, Legal, Privacy, and Technology Issues. **(7+2)**
4. **Digital Business Applications - I: Electronic Retailing:** B2C Electronic Retailing, Characteristics, Advantages, Limitations, E-Tailing Business Models, Classification of Models by Distribution Channel, Referring Directories, Malls with Shared Services. Social Shopping – Concept, Benefits and Drivers, Social Shopping Aids – Recommendations, Reviews, Ratings, and Marketplaces, Real-Time Online Shopping. The Online Versus Off-Line Competition, Click-and-Brick models,

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO119.1	REMEMBERING	RECALL and SPELL simple words in the foreign language
CO119.2	UNDERSTANDING	TRANSLATE simple sentences from English to the foreign language and vice-versa.
CO119.3	APPLYING	CONSTRUCT a dialogue, in the foreign language, for basic human interactions in a social context.
CO119.4	ANALYSING	TAKE PART IN an interaction in a non-business setting using the foreign language.
CO119.5	EVALUATING	INTERPRET a short write up written in the foreign language.

- 1. Salutations:** (a) To greet the people and say Good afternoon, Good Evening, Goodbye, ask name and say your name, seek clarification and help, numbers from 1 to 10 (b) To say where you live. Describe your house and members of your family. Weights and Measures, length & breadth, use of decimal system, area and volume. Cardinal numbers & Ordinal Numbers. (c) Ask and give personal information, Nationality, profession and language, Numbers from 11 to 50. To ask time by clock and by span, days of the week, months of the year. (6)
- 2. Conversation Skills:** (a) To ask and express interests, Preferences; likes and dislikes; to invite, to accept the invitation or to politely decline the invitation; hobbies and how to spend your leisure. (b) To talk about the weather; to talk about the daily personal routine and related activities. Seasons & holidays in France/Germany/Japan. (c) To talk about clothing - size, colour, material. Purchase at a super market, modes of payment. To name and explain human body to express common bodily ailments (fever, headache etc.) (6)
- 3. Geographical Description:** (a) Country, location on the world map, borders and neighboring countries, ports and industrial towns. (b) Information and clarification of places. Asking for directions to the public places. Modes of Transport. Numbers 51 to 100 and 1000, 10,00,000 etc. (6)
- 4. Social:** (a) Visit to a restaurant, to express agreement/disagreement; to ask for price/quantity. (b) To talk about/express future actions, to plan a business trip with related requirements: hotel, tickets, car, Rent a car, places to visit, traffic signs etc. Documents required like Passport, International Driving license, Insurance cover etc. (6)
- 5. Business:** (a) To ask about personal past events, to narrate personal experience, to comprehend difference between letters like Personal/Business Letters, telegram & e- mail; formats of Letter head and e mail. (b) Vocabulary relating to the Transactions at the Post office, Bank, Insurance Company – personal, health, accident, marine, equivalent terms of transaction – FOB, C.I.F, F.A.S, payment through Letter of credit. (6)

Note: Institute may offer any one of the following foreign languages to the students: SPANISH / FRENCH/ GERMAN/ JAPANESE / CHINESE

Suggested Text Books:

Relevant Standard Text Books, Videos, Audio CDs.

Semester II		213 - Written Analysis and Communication Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO213.1	REMEMBERING	DESCRIBE stages in a typical communication cycle and the barriers to effective communication.
CO213.2	UNDERSTANDING	SUMMARIZE long essays and reports into précis and executive summaries.
CO213.3	APPLYING	USE Dictionary and Thesaurus to draft and edit a variety of business written communication.
CO213.4	ANALYSING	EXAMINE sample internal communications in a business environment for potential refinements.
CO213.5	EVALUATING	COMPOSE variety of letters, notices, memos and circulars.

- 1. Written Communication:** Different types of communication like letters, memos, reports, fax, email, presentations and multimedia, choosing the means of communication, stages in communication cycle, Barriers to effective communication, communication systems. (5)

2. **Writing Techniques:** Rules of good writing, adaptation and selection of words, masculine words, writing with style- choosing words with right strength and vigor, using a thesaurus, writing effective sentences, developing logical paragraphs, Précis writing, Developing coherent paragraphs, overall tone, drafting, editing and finalizing the business letters. Planning the persuasive message, common types of persuasive requests, principles of persuasive communication. Reformulating and summarizing - What is a summary? Using synonyms & antonyms, reducing phrases, guidelines for writing summaries, business summaries Comprehension: using a dictionary, grammatical precision, (phonetics), contextual clues, guidelines for comprehension. **(7)**

3. **Recruitment and employment correspondence:** Application letter, curriculum vitae, interview, references, offer of employment, job description, letter of acceptance, letter of resignation, writing routine and persuasive letters. **(6)**

4. **Internal Communications:** Memoranda, meetings - agenda and minutes, Writing memos, circulars, notices and emails. Positive and negative messages such as Letter of Appreciation, Letter of Congratulations, Warning Letter, Show Case Notice. Writing Follow up letters and reminders, Writing Sales letters, collection letters, Poster Making. Report writing - What is a report , Objectives of report, types of report, Report Planning, Types of Reports, Process, Structure and Layout, planning, Nature of Headings, Ordering of Points, Logical Sequencing, Graphs, Charts, Writing an Executive Summary, List of Illustration, Technique of writing a report, characteristics of business reports. **(6)**

5. **External Communications:** Public notices, invitations to tender bid, auction, notices, etc. Writing business proposals, Preparing Press Release and Press Notes. **(6)**

Note:

1. The entire course should be delivered in a workshop and application oriented manner. It is expected that not more than 10 to 15% of the time should be devoted to the theoretical aspect.
2. Workbooks should be prepared that comprehensively cover major situations of managerial communication and should be handed over to the students right at the beginning of the course.
3. Students should be asked to submit the completed workbooks at the end of the term.

Suggested Text Books:

1. Business Communication Today, Bovee C L et. al., Pearson Education
2. Business Communication, P.D. Chaturvedi, Pearson Education
3. Business Communication, T N Chhabra, Bhanu Ranjan, Sun India
4. Verbal and Non-Verbal Reasoning, Prakash, P, Macmillan India Ltd., New Delhi
5. Objective English, Thorpe, E, and Thorpe, S, Pearson Education, New Delhi

Suggested Reference Books:

1. Communication Skills for Effective Management, Hargie et. al., Palgrave
2. Communication for Business, Tayler Shinley, Pearson Education
3. Technical Communication, Anderson, P.V, Thomson Wadsworth, New Delhi
4. The Oxford Guide to Writing and Speaking, John Seely, Oxford University Press, New Delhi
5. Dictionary of Common Errors, Turton, N.D and Heaton, J.B, Addison Wesley Longman Ltd.

Semester II		214 - Industry Analysis - Desk Research
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO214.1	REMEMBERING	DESCRIBE the key characteristics of the players in an industry.
CO214.2	UNDERSTANDING	SUMMARIZE the management ethos and philosophy of the players in the industry.
CO214.3	APPLYING	DEMONSTRATE an understanding of the regulatory forces acting on the industry.
CO214.4	ANALYSING	COMPARE and CONTRAST, using tables and charts, the market and financial performance of the players in an industry.
CO214.5	EVALUATING	ASSESS the impact of recent developments on the industry and its key players.
CO214.6	CREATING	PREDICT the future trajectory of the evolution of the industry in the immediate future (1 to 3 years).

5. Good to Great, Jim Collins

Semester II		208 - Geopolitics & World Economic Systems
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: At the end of this course, the learner shall be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO208.1	REMEMBERING	ENUMERATE the various elements of global economic system.
CO208.2	UNDERSTANDING	EXPLAIN the role of key trade organizations in the global economic system.
CO208.3	APPLYING	IDENTIFY the crucial elements of international trade laws.
CO208.4	ANALYSING	ANALYSE the forces that work for and against globalization.
CO208.5	EVALUATING	ASSESS the impact of the elements of the Global Economic System on the India Economy.

- 1. Introduction to Global Economic & political Systems:** Meaning of Global Economy and its History Structure and Components of Global Economy, Theory of Hegemonic Stability, Differences among National Economies, Market Oriented Capitalism, Developmental Capitalism, Social Market Capitalism, Comparative Analysis, Effects of Globalization on Indian Economy. **(6)**
- 2. The Trading System:** Debate over Free Trade – Functions of GATT and WTO, The Uruguay Round and World Trade Organization, Trade Blocs – EU, OECD, OPEC, SAARC, ASEAN, NAFTA, Threats to Open Trading System, Developments in International Trade Theory, Bi-lateral, Multilateral Trade Agreements, Impact of Trade wars in liberalized economy. **(6)**
- 3. International Trade Laws:** International Contracts of Sale of Goods Transactions, International Trade Insurance, Patents, Trademarks, Copyright and Neighboring Rights. Intellectual property Rights, Dispute settlement Procedures under GATT & WTO, Payment systems in International Trade, International Labour Organization and International Labour Laws. **(6)**
- 4. International Monetary System:** The International Financial System - Reform of International Monetary Affairs - The Bretton Wood System and the International Monetary Fund, Controversy over Regulation of International Finance, Developing Countries' Concerns, Exchange Rate Policy of Developing Economies. **(6)**
- 5. Contemporary issues and Challenges in Global Economic Environment - Indian perspective:** Globalization and its Advocacy, Globalization and its Impact on India, Fair Globalization and the Need for Policy Framework, Globalization in Reverse Gear-The Threatened Re-emergence of Protectionism. Euro zone Crisis and its impact on India, Issues in Brexit, World recession, inflationary trends, impact of fluctuating prices of crude oil, gold etc. **(6)**

Suggested Text Books:

1. Global Political Economy, Robert Gilpin, Princeton University Press
2. International Trade Law An Interdisciplinary, Raj Bhala, Non-Western Textbook
3. International Trade Law, Indira Carr and Peter Stone
4. Development and Sustainability: India in a Global Perspective edited by Sarmila Banerjee, Anjan Chakrabarty

Suggested Reference Books:

1. International Economics, Paul Krugman, Maurice Obstfeld and Marc Melitz, Pearson, Global Edition
2. Globalizing Capital, A history of the International Monetary system, Barry Eichengreen, Princeton University Press.

Semester II		209 - Start Up and New Venture Management
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO209.1	REMEMBERING	DESCRIBE the strategic decisions involved in establishing a startup.
CO209.2	UNDERSTANDING	EXPLAIN the decision making matrix of entrepreneur in establishing a startup.

CO209.3	APPLYING	IDENTIFY the issues in developing a team to establish and grow a startup
CO209.4	ANALYSING	FORMULATE a go to market strategy for a startup.
CO209.5	EVALUATING	DESIGN a workable funding model for a proposed startup.
CO209.6	CREATING	DEVELOP a convincing business plan description to communicate value of the new venture to customers, investors and other stakeholders.

1. Being an Entrepreneur: The entrepreneur, Profile analysis, behaviour and motivations, Lean Start –up, The entrepreneurial ecosystem, Entrepreneurs and strategic decisions , Sustainability of Entrepreneurship: Dilemmas of an entrepreneur for success; Handling doubts on survival of business, Struggles-Causes of failure–Product/ market, financing, managerial-Resilience. Legal Fundamentals - When, how and where to incorporate. **(5)**

2. Customer Discovery: Entrepreneurial Opportunity Search and Identification; Market Intelligence, Market analysis, Market research, Customer validation, developing your business model, Crafting your value proposition, Product Development , Managing the product development process, Long Tail markets, Product launch goals, Go-to-Market Strategy, The role of selling in a startup, Sales forecasting for startups, Mapping buyer response modes. Social media Promotion tools. **(7)**

3. The Financial Road Map: Planning/Budgeting, Developing a financial roadmap, financial statements: the four components, How to budget for startup success, Bootstrapping and alternative sources of funding, Informal capital–Friends & Family, Role of Government in ED, various schemes - PMEGP, CGTMSE, MPDA, SFURTI. Role of MSDE; Schemes by MSDE: PMKVY, SANKALP, STAR. Crowd funding, Venture capital, Private Equity, Financing Mix and the Financing continuum shareholding- Cliff -Vesting schedule-Relative importance of Operational Involvement, The Pitch, Preparing for your investor presentation, Elements of the perfect investment pitch. **(6)**

4. Entrepreneurial Leadership: Building and managing the founder team, Attracting and retaining the right people, The Team - Board/Governance, The role of a successful board, Different board models for different ventures, How to assemble a board of advisors, separating leadership from management, Legal Matters- Organizational form–partnership, sole proprietorship, Tax, Legal expenses, hiring the service providers. Employee management and leadership in the workforce, Recruiting, selection and hiring, Hiring the first employee. **(5)**

5. Business Plan: Need & Objectives, Target audience, Contents - Cover page and table of contents, Executive summary, Description of the current situation: Basic company information, products/services, management team, business organization, future goals, vision, and mission, Description of opportunity and market: Who are the buyers, who are the competitors, what are the competitive advantages of the company? Description of the business model, the marketing and sales strategy, Basic facts on the financials: Cash flow projection (life line), income statement (bottom line/profit and loss), balance sheet (business health/assets, liabilities, etc.), funding requirements, Risk analysis and possible exit strategies. Conclusion and appendixes: Résumés, literature, technical descriptions. Executive summary. Elevator pitch, Building a strong presentation, innovative methods of presenting a business plan –mind map, animated videos, etc. **(7)**

Suggested Text Books:

1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson
2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India.
3. Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd
4. Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi
5. Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.
6. Entrepreneurship: New Venture Creation by David H. Holt
7. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi
8. Entrepreneurship and Small Business Management by Siropolis
9. Lead like an Entrepreneur by Neal Thornberry

Suggested Reference Books:

1. Fundamentals of Entrepreneurship, Nandan H, PHI
2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.

4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.
7. A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.
8. Indian Entrepreneurial Culture by A Gupta , New Age International.
9. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare

Semester II		210 – Qualitative Research Methods
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
CO210.1	REMEMBERING	ENUMERATE the key terms associated with Qualitative research approach.
CO210.2	UNDERSTANDING	COMPARE and CONTRAST Qualitative research approach with the Quantitative approach.
CO210.3	APPLYING	CONSTRUCT appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts
CO210.4	ANALYSING	ILLUSTRATE the use of appropriate qualitative research methods in real world business and non-business contexts.
CO210.5	EVALUATING	EVALUATE the quality of Qualitative Research work
CO210.6	CREATING	COMBINE Qualitative and Quantitative research approaches in a real world research project.

1. **Qualitative Research:** Nature, Relevance, Need, Characteristics and Limitations of Qualitative Research, Ethics in Qualitative Research, Interrelationship of Qualitative and Quantitative Research, Linking Qualitative and Quantitative Research in One Design, Combining Qualitative and Quantitative Data, Combining Qualitative and Quantitative Methods, Linking Qualitative and Quantitative Results, Triangulation. (5)
2. **Qualitative Research Design:** Basic Qualitative Research Designs, Case Studies, Comparative Studies, Retrospective Studies, Longitudinal Qualitative Studies, Appropriateness of the Approach to the Issue, Fitting the Approach into the Research Process. Qualitative Research Sampling - Theoretical Sampling, Gradual Selection as a General Principle in Qualitative Research, Purposive Sampling, Width or Depth as Aims of Sampling, Case Constitution in the Sample, Sample Size decisions in Qualitative Research, Principle of Saturation. (5)
3. **Qualitative Research Methods:** Focused Interview, Semi-Standardized Interview, Problem-Centered Interview, Expert Interview, Group Interviews, Focus Groups, Non-participant Observation, Participant Observation, Ethnography. Grounded Theory Methodology. (5)
4. **Projective Techniques:** Principle of projection, applications, association, construction, expression based techniques, design and interpretation, Zaltman’s Metaphor Elicitation Techniques. (5)
5. **Quality Criteria in Qualitative Research:** Reliability, Validity, Objectivity, Alternative Criteria, Criteria for Evaluating the Building of Theories, Quality Assessment as a Challenge for Qualitative Research, Triangulation, Analytic Induction, Generalization in Qualitative Research, The Constant Comparative Method, Process Evaluation and Quality Management. (5)

Suggested Text Books:

1. An Introduction to Qualitative Research, Uwe Flick, 4th Edition, SAGE
2. Research Methods in the Social Sciences, Bridget Somekh & Cathy Lewin, 5th Edition, SAGE India

Suggested Reference Books:

1. Qualitative Research Methods in Public Relations and Marketing Communications, Christine Baymon & Immy Holloway, Routledge
2. Qualitative Journeys, Minichiello & Kottler, SAGE

Semester II		211 – Business, Government & Society
2 Credits	LTP: 2:0:0	Generic Elective – University Level

1. **Industry Analysis – the Basics:** Nature of the Industry, Players in the industry, Nature of competition, Market shares of top 5 & bottom 5 players, Possible Classification of players into Leaders, Challengers, Followers, Nichers, Positioning & Differentiation strategies of key players. Branding strategies, Pricing Policies, Cartelization if any and comments thereon, Capacity analysis – total capacity of the industry and break up capacity amongst key players, Current Capacity Utilization rates, Planned future capacity additions, Geographical spread of plants/facilities/ capacities (Domestics as well as Global), Demand Supply balance in the industry – at global, national and regional level, Key factors affecting demand, Key supply side constraints, Professional Trade bodies of the Industry, Business Functions carried out Online by the key players. Online presence of the players, Incremental Innovations in the industry, Disruptive Innovations in the industry. **(5)**
2. **Promoters & Management Ethos:** Background of promoter groups of top 5 and bottom 5 players in the industry, Management ethos and philosophy, Brief profiles of CMDs, CEOs, and key top management personnel with their career highlights, Detailed profile of one distinguished top management personnel each from any two players in the Industry, CSR policy, Corporate Governance Initiatives, Initiatives towards social inclusion, Initiatives towards environment conservation. **(5)**
3. **External Environment:** Controlling ministry and / or regulator if any for the Industry, Regulatory Policies at the state, national and global level and their impact on the industry as a whole with analysis of impact on top 5 players and bottom 5 players, Key National and Global issues affecting the industry, Key initiatives by the Government to promote the industry, Environmental issues, CSR initiatives, Regulatory actions against the players for e.g. Action by SEBI, Competition Commission of India, MTRP Commission, FDA, etc. against irregularities, legal violations if any. **(5)**
4. **Financials:** Profitability, Revenues, Margins of top 5 & bottom 5 players over the last 5 years and trends/changes therein, Sick players if any and their turnaround strategies, if any, Key factors contributing to costs, Ratio analysis of financial data for last 5 years for top 5 and bottom 5 companies in the industry. **(5)**
5. **Recent Developments:** Impact of key relevant provisions of the latest Fiscal policy on the industry and various players therein, Analysis of Key relevant provisions of latest Exim Policy in case of industries that are focused on Global Markets for exports or industries that have significant import components, Key Alliances in the past 5 years and their performance & impact on other players in the industry, Mergers & Acquisitions, if any. Technological developments, Labour unrest if any – reasons thereof and impact on the particular player and the industry as a whole, emerging first generation entrepreneurs, if any, in the industry, Corporate wars & feuds in the industry, if any. **(5)**

Note:

1. Students should work in groups of 3 to 5 each under the guidance of a faculty.
2. Students shall carry out an indepth study of any TWO industries of their choice.
3. Industries selected should be distinct from each other.
4. Students shall submit a structured detailed report.

Suggested Text Books:

1. No text books are prescribed.
2. The course has to be taught using the company annual reports and other publications, company website, social media feeds, business newspapers and business data bases such as ACE equity, CRISIL database, etc.

Semester II		215 – Entrepreneurship Lab
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO215.1	REMEMBERING	IDENTIFY a basket of potential business opportunities in the local, regional or national context.
CO215.2	UNDERSTANDING	COMPARE and CONTRAST the shortlisted business opportunities to SELECT the most suitable / promising opportunity.
CO215.3	APPLYING	DEVELOP a business model around the shortlisted business opportunity.
CO215.4	ANALYSING	FORMULATE the organization structure for the proposed start up
CO215.5	EVALUATING	EVALUATE the market potential and ESTIMATE the financing requirements for the initial 1 to 3 years after launch.
CO215.6	CREATING	CREATE a proposal for funding the start up.

This course provides a hands-on experience to the students to convert and apply theoretical and conceptual knowledge about entrepreneurship into practical entrepreneurship. During the course, students shall identify and evaluate a new business opportunity (which may be supplied by an entrepreneur or innovator in the nearby region.)

Students shall work in a group, of not more than 5 students, on a real-life business case.

Scope of the work expected:

1. Business Model Designing
2. Business Plan Designing
3. Financial Planning
4. Prototype Making
5. Test Marketing
6. Planning Commercial Launch.

Suggested Text Books:

1. New Venture Management: The Entrepreneur's Roadmap (Entrepreneurship Series), Donald F. Kuratko and Jeffrey S. Hornsby, Pearson
2. The Manual for Indian Start-ups: Tools to Start and Scale-up Your New Venture, Vijaya Kumar Ivaturi, Meena Ganesh, Penguin Random House India.
3. Managing New Ventures, Anjan Raichoudhuri, Prentice-Hall of India Pvt.Ltd
4. Develop Your Idea!: Get Off to a Flying Start With Your Startup. Guided Exercises, Templates & Resources for Exploring New Business Ventures, K. N. Kukoyi
5. Managing Small Business by Longenecker, Moore, Petty and Palich, Cengage Learning, India Edition.
6. Entrepreneurship: New Venture Creation by David H. Holt
7. The Dynamics of Entrepreneurial Development & Management by Desai, Vasant , Himalaya Publishing House, Delhi
8. Entrepreneurship and Small Business Management by Siropolis
9. Lead like an Entrepreneur by Neal Thornberry

Suggested Reference Books:

1. Fundamentals of Entrepreneurship, Nandan H, PHI
2. Cases in Entrepreneurship by Morse and Mitchell, Sage South Asia Edition.
3. Entrepreneurship – Indian Cases on Change Agents by K Ramchandran, TMGH.
4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.
7. A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.
8. Indian Entrepreneurial Culture by A Gupta , New Age International.
9. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare

Semester II		216 - SPSS
2 Credits	LTP: 0:3:1	Generic Elective – Institute Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO216.1	REMEMBERING	IDENTIFY the key menus of SPSS and DESCRIBE their functionality.
CO216.2	UNDERSTANDING	EXPLAIN the main features of SPSS
CO216.3	APPLYING	MAKE USE OF various tools to manage data, describe data and display graphical output using SPSS.
CO216.4	ANALYSING	ANALYSE data using various statistical tests of SPSS
CO216.5	EVALUATING	INTERPRET and EXPLAIN the outputs from SPSS
CO216.6	CREATE	DESIGN, DEVELOP and TEST advanced multivariate models using SPSS.

Development of product / idea - Resources, Capabilities, and strategies, identifying attributes of strategic resources, Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis, Industry Analysis, Embryonic Companies and Spin off's, Porter's five forces model, Identifying the right Business Model Canvas, Seven Domains of John Mullins, Opportunities in Emerging/Transition/Decline industries, Opportunities at the bottom of the pyramid, Opportunities in social sector, Opportunities arising out of digitization, Marketing, Finance, Organization & Management, Ownership - Franchising, networking and alliances, Buying an existing business, Critical risk contingencies of the proposal, Scheduling and milestones. **(9)**

Suggested Text Books:

1. Dynamics of Entrepreneurship Development, Vasant Desai
2. Entrepreneurship: New Venture Creation, David H. Holt
3. Entrepreneurship Development New Venture Creation, Satish Taneja, S.L.Gupta
4. Project management, K. Nagarajan.
5. Entrepreneurship: Strategies and Resources, Marc J. Dollinger

Suggested Reference Books:

1. The Culture of Entrepreneurship, Brigitte Berger
2. Innovation and Entrepreneurship, Peter F. Drucker
3. Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
4. Entrepreneurship As Strategy, G. Dale Meyer, Kurt A. Heppard
5. New Vistas of Entrepreneurship: Challenges & Opportunities, A. Sahay, M.S.Chhikara
6. Entrepreneurship and Small Business Management, Siropolis
7. The Entrepreneurial Connection, Gurmeet Naroola
8. Thought Leaders, Steven Brandt
9. Corporate Entrepreneurship, Vijay Sathe
10. Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations, Michael H.Morris, Donald F.Kuratko
11. Intrapreneurship: Gifford Pinchot
12. Lead like an Entrepreneur, Neal Thornberry
13. You Too Can Become an Entrepreneur, Nalinaksha Mutsuddi
14. Make The Move: Demystifying Entrepreneurship, Ishan Gupta, Rajat Khare

Semester I		110 – Essentials of Psychology for Managers
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO110.1	REMEMBERING	DEFINE the basic concepts of psychology.
CO110.2	UNDERSTANDING	EXPLAIN the sensing and perceiving processes.
CO110.3	APPLYING	APPLY principles of learning and conditioning to human behavior.
CO110.4	ANALYSING	ILLUSTRATE the linkages between learning, memory and information processing.
CO110.5	EVALUATING	EXPLAIN the basic intrapersonal processes that influence social perception.

1. Basic Concepts: Introduction to Psychology, Definitions of Psychology, Goals of Psychology, History of Psychology, Modern Psychology, Psychology: Its Grand Issues and Key Perspectives, Psychology - Trends for the New Millennium. Biological Bases of Behavior: Neurons - Building Blocks of the Nervous System, The Nervous System - its Basic Structure and Functions, The Brain and Consciousness – states of consciousness, dreams, hallucinations, The Brain and Human Behavior, Heredity and Behavior - Genetics and Evolutionary Psychology. **(6)**

2. Sensation and Perception : Sensing and perceiving, Sensory Thresholds, Sensory Adaptation, The Senses - Hearing, Vision, Perceptual Processes, Information Processing – Bottom Up Processing, Top Down processing, Bottom Up and Top Down (together) processing, Culture, Experience & Perception, Perceptual Constancy, Perceptual Expectations, Perceptual illusions, Gestalt Theory, Perceptual Development and Learning. **(6)**

3. Learning and Conditioning: A Definition of Learning, Classical Conditioning, Instrumental Conditioning, Classical and Instrumental Conditioning Compared: Biofeedback and Reinforcement, Verbal Learning, Basic Conditioning and

Learning Phenomena, Reinforcement, Schedules of reinforcement, role of reinforcement in developing subordinate Social Behavior, Transfer of Training, Learning by Observing Models, Biological Limits. **(6)**

4. Memory: Learning and Memory as Intertwined Processes, Kinds of Information Stored in Memory, Measures of Retention, The Three Components of Memory – Encoding, Storage, Retrieval, Interference Theory, Decay Theory, Information Processing I: Separate-Store Models, Information Processing II: Levels of Processing, Issues in Memory. **(6)**

5. Cognition: Thinking - Mental Imagery, Problem Solving, Decision Making. Concept Formation, Language development. Relationship between language and thinking. **Emotion:** Definition of Emotion, the Physiology of Emotion, Emotional Expression - Verbal & Non Verbal, Labelling Emotions, Theories of Emotion – Common sense theory of emotion, James Lang theory of emotion, Cannon Bard Theory of Emotion, Cognitive Arousal Theory of Emotion**(6)**

Suggested Text Books:

1. Psychology Ciccarelli, S. K & Meyer, G.E Pearson Education Ltd.
2. Introduction to Psychology, Clifford T. Morgan, Richard A King, John R Weisz and John Schopler, Indian Edition

Suggested Reference Books:

1. Essentials of understanding psychology, Feldman.S.R, Tata Mc Graw Hill.
2. Psychology, Baron, R.A and Misra, G. Pearson Education Ltd.

Semester I		111 - Legal Aspects of Business
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO111.1	REMEMBERING	DESCRIBE the key terms involved in each Act.
CO111.2	UNDERSTANDING	SUMMARIZE the key legal provisions of each Act.
CO111.3	APPLYING	ILLUSTRATE the use of the Acts in common business situations.
CO111.4	ANALYSING	OUTLINE the various facets of basic case laws of each Act from a legal and managerial perspective.
CO111.5	EVALUATING	DEVELOP critical thinking by making judgments related to use of various provisions of the Acts in business situations

1. The Contract Act, 1872: Essential Elements of Valid Contract, Essential elements of Valid Contracts, Contracts of Indemnity & Guarantee, Contingent Contract, Quasi Contract, Discharge of contract, Breach of contract-Meaning & remedies, Agency - Creation of Agency – Agent and Principal (Relationship/rights), Types of agency. **(5+1)**

2. Sale of Goods Act, 1930: Contract of sale of goods, Conditions & warranties, Transfer of property or ownership, Performance of the Contract of Sale, Rights of unpaid seller, Sale by Auction. **(5+1)**

3. The Negotiable Instrument Act, 1881: Negotiable Instruments – Meaning, Characteristics, Types. Parties, Holder and holder in due course, Negotiation and Types of Endorsements, Dishonor of Negotiable Instrument – Noting and Protest. **(5+1)**

4. The Companies (Amendment) Act, 2015: Company – Definition, Meaning, Features and Types, One Person Company, Incorporation of Company – Memorandum of Association (MOA), Articles of Association (AOA), Share capital & Debentures, Acceptance of deposits, Appointment of director including woman Director. **(5+1)**

5. The Consumer Protection Act, 1986, Unfair & Restrictive Trade Practices, Dispute Redressal Forums – District, State & National Forum, Composition, Jurisdiction, Powers, Appellate Authority. **Information Technology Act, 2000,** Digital Signature, Electronic Governance, Electronic Records E – Contracts, E – Business models, E – Commerce & Security, Cyber Crimes. Intellectual Property Laws – Understanding of concepts of patents, copyrights, trademarks and designs. **(5+1)**

Suggested Text books:

1. Business Legislations for Management, M.C. Kuchhal
2. Elements of Mercantile Law, N.D.Kapoor
3. Business and Corporate Laws, Dr. P.C. Tulsian

Suggested Reference Books:

1. Legal Aspects of Business, Ravinder Kumar

4. Entrepreneurship – The engine of growth, edited by Mark Rice and Timothy Habbershon, Published by Praeger Perspectives.
5. Entrepreneurship: Theory, Process and Practice by Kuratko, D.F. & Hodgetts, R.M. Thomson Press.
6. Entrepreneurship Development: Small Business Enterprises by Charantimath, P. , Pearson.
7. A Guide to Entrepreneurship by David, Otes , Jaico Books Publishing House, Delhi.
8. Indian Entrepreneurial Culture by A Gupta , New Age International.
9. Make The Move: Demystifying Entrepreneurship by Ishan Gupta, Rajat Khare

Semester II		210 – Qualitative Research Methods
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
CO210.1	REMEMBERING	ENUMERATE the key terms associated with Qualitative research approach.
CO210.2	UNDERSTANDING	COMPARE and CONTRAST Qualitative research approach with the Quantitative approach.
CO210.3	APPLYING	CONSTRUCT appropriate research and sampling designs for Qualitative research work in real world business and non-business contexts
CO210.4	ANALYSING	ILLUSTRATE the use of appropriate qualitative research methods in real world business and non-business contexts.
CO210.5	EVALUATING	EVALUATE the quality of Qualitative Research work
CO210.6	CREATING	COMBINE Qualitative and Quantitative research approaches in a real world research project.

1. **Qualitative Research:** Nature, Relevance, Need, Characteristics and Limitations of Qualitative Research, Ethics in Qualitative Research, Interrelationship of Qualitative and Quantitative Research, Linking Qualitative and Quantitative Research in One Design, Combining Qualitative and Quantitative Data, Combining Qualitative and Quantitative Methods, Linking Qualitative and Quantitative Results, Triangulation. (5)
2. **Qualitative Research Design:** Basic Qualitative Research Designs, Case Studies, Comparative Studies, Retrospective Studies, Longitudinal Qualitative Studies, Appropriateness of the Approach to the Issue, Fitting the Approach into the Research Process. Qualitative Research Sampling - Theoretical Sampling, Gradual Selection as a General Principle in Qualitative Research, Purposive Sampling, Width or Depth as Aims of Sampling, Case Constitution in the Sample, Sample Size decisions in Qualitative Research, Principle of Saturation. (5)
3. **Qualitative Research Methods:** Focused Interview, Semi-Standardized Interview, Problem-Centered Interview, Expert Interview, Group Interviews, Focus Groups, Non-participant Observation, Participant Observation, Ethnography. Grounded Theory Methodology. (5)
4. **Projective Techniques:** Principle of projection, applications, association, construction, expression based techniques, design and interpretation, Zaltman’s Metaphor Elicitation Techniques. (5)
5. **Quality Criteria in Qualitative Research:** Reliability, Validity, Objectivity, Alternative Criteria, Criteria for Evaluating the Building of Theories, Quality Assessment as a Challenge for Qualitative Research, Triangulation, Analytic Induction, Generalization in Qualitative Research, The Constant Comparative Method, Process Evaluation and Quality Management. (5)

Suggested Text Books:

1. An Introduction to Qualitative Research, Uwe Flick, 4th Edition, SAGE
2. Research Methods in the Social Sciences, Bridget Somekh & Cathy Lewin, 5th Edition, SAGE India

Suggested Reference Books:

1. Qualitative Research Methods in Public Relations and Marketing Communications, Christine Baymon & Immy Holloway, Routledge
2. Qualitative Journeys, Minichiello & Kottler, SAGE

Semester II		211 – Business, Government & Society
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
CO211.1	REMEMBERING	DESCRIBE the economic roles of government in the Indian context.
CO211.2	UNDERSTANDING	EXPLAIN the macroeconomic crises around the world.
CO211.3	APPLYING	ILLUSTRATE the interlinkages between economic growth , poverty and inequality.
CO211.4	ANALYSING	EXAMINE the rationale, success and failures of Public Private Partnerships in the Indian context.
CO211.5	EVALUATING	ASSESS the forces for and against Globalization and the socio-economic impact of Globalization.
CO211.6	CREATING	DISCUSS the interplay between technology, business and society.

1. Roles of Business, Government, and Society: Interdependence and Conflict, Regulation of Business, Functions of State; Economic roles of government; Government and legal environment; Economic roles of Government in India; Indian experience with overall and sectoral growth, Inter-sectoral linkages and role of foreign direct investment, The Constitutional environment , Macroeconomic crises since 1990s- Indian and global experiences.

2. Poverty, Inequality and Economic Growth: Industrial Development, Rural-Urban Dynamics, Population and Development, Finance for Development, Trade and Development, State and the Market, Privatization and Regulation, Institutions and Growth.

3. Public Private Partnerships: The Rationale for Public Private Partnerships, Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT), Issues in Regulation that come about with privatization, Pricing mechanisms available to a regulator to ensure universal access and efficiency, Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.

4. Multinational Corporations: Perspectives on Globalization, Globalization: The MNC and TNC Organizations, Globalization of Brands, Globalization of the Indian Business and Firms, Coping with Global Competition, Conflict with Nation States. Domestic and Global forces - for and against Globalization, Brexit and latest developments.

5. Business in a Global Environment: Business as Blending of People Technology and Ethical Behaviour, Achieving Business Success through Social Responsibilities, Changing Workplace - Influence of demography, influence of technology, gender issues, social justice and affirmative action, Industrial Relations.

Suggested Text Books:

1. Business, Government and Society: A Managerial Perspective by John Steiner, George Steiner, Tata McGraw Hill
2. Business, Government, and Society by Douglas E. Greer, Prentice Hall
3. Business and Its Environment by David P., International Edition

Semester II		212 - Business Process Reengineering
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO212.1	REMEMBERING	DEFINE the key terms associated with Business Process Reengineering.
CO212.2	UNDERSTANDING	EXPLAIN the various supporting and opposing forces to Business Process Reengineering in simple business situations.
CO212.3	APPLYING	APPLY modeling tools for simple business processes.
CO212.4	ANALYSING	FORMULATE a working plan to establish a Business Process Reengineering team.
CO212.5	EVALUATING	EVALUATE the success of a BPR initiative in relation to the impact on organizational KPIs.
CO212.6	CREATING	IMAGINE ways to improve business or non-business processes.

5 - Implementation of CRM and Future Trends in CRM:

5.1 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

5.2 Emerging trends in CRM, Social CRM, e-CRM, Challenges involved 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 System. **(5+1)**

Suggested Text Books:-

1. Customer Relationship Management – Concepts and Technologies by Francis Buttle, 2nd Edition, Butterworth Heinemann, Elsevier
2. Relationship Management – Text and Cases, S. Shajahan, TMGH.
3. J N Sheth, AtulParvatiyar, G. Shainesh, 2001, Customer Relationship Management, Tata McGraw Hill
4. Customer Relationship Management: Concepts and Cases, Second Edition, Alok Kumar Rai PHI learning Pvt Ltd, New Delhi

Suggested Reference Books:-

1. Handbook of Relationship Marketing by JagdishSheth and AtulParvatiyar, Response Books, Sage Publications.
2. Zikmund, McLEOD, Gilbert, Customer Relationship Management
3. Customer Relationship Management- Concepts and Technology, Second Edition, Francis Buttle, Elsevier, Sabre foundation
4. Brown, Stanley A 2001, Customer Relationship Management, John Wiley& Sons
5. Anderson, Kristin , 2002, Customer Relationship Management, Tata McGraw-Hill

Suggested URL:

1. https://swayam.gov.in/nd2_imb20_mg09/

Semester IV	(SE-IL-MKT-14)	410MKT: Rural and Agriculture Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO410MKT.1	REMEMBERING	DEFINE various concepts related to Rural and Agricultural Marketing
CO410MKT.2	UNDERSTANDING	UNDERSTAND the rural consumer buying Behaviour, Rural Marketing Mix, COMPARE Rural and Urban market on different terms, Environment, and Consumer, Industrial and Agriculture Market.
CO410MKT.3	APPLYING	APPLY knowledge and skills of Rural Marketing to design marketing Mix strategies.
CO410MKT.4	ANALYSING	ILLUSTRATE the Rural product, Pricing and Distribution Strategies with modern approach and challenges faced in rural Market and emerging Models in Rural Market.
CO410MKT.5	EVALUATING	EVALUATE the use of ICT in Agriculture Marketing with use of various models in domestic and international Market.
CO410MKT.6	CREATING	BUILD a model for Marketing of Agricultural products by using marketing mix tools

1. Rural Marketing: Introduction, Defining rural markets & rural marketing, rural vs. urban markets, Rural Marketing Environment – PEST analysis, Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size, Rural Infrastructure **(4+1)**

2. Rural Consumer Behaviour& Marketing Research: Characteristics of Rural Consumers, Role of Opinion Leaders, Diffusion of Innovation in Rural Markets, Sources & Type of Secondary Data on Rural markets, Collecting Primary Data in Rural Setting, Segmentation, Targeting & Positioning: Bases of Segmenting Rural Markets, Target Marketing, Coverage of Markets, Positioning in Rural Markets, Rural consumer Buying Process **(6+1)**

3. Rural Product, Pricing and Distribution: Rural Product Categories, Branding in Rural Markets, Problem of Fake Brands, **Pricing Strategy** – special considerations in rural markets ,Credit in rural markets – need, sources & innovative credit delivery systems ,Modern supply chain management approach, Challenges of distribution in Rural markets, Rural Retail System – last mile problem, public distribution system, cooperatives, **Emerging Models in Rural Markets:** Rythu Bazars (Farmers' Markets), Project Shakti, ApniMandi**(6+1)**

4. Introduction to Agricultural Marketing: Definition of Market and agricultural marketing, Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Organizations and functions of agricultural marketing in India. Difference between consumer, industrial and agricultural markets **(4+1)**

5. ICT in Agricultural Marketing: Information and Communication Technology (ICT) tools used in Agricultural Marketing, Market research-Market information service - electronic auctions (e-bay), AGMARKNET, e-Chaupals, Agrimarket, e-NAM, m-krisi, and Domestic and Export market Intelligence Cell (DEMIC) – Market extension, ICT initiatives of NGOs. Role of social media in agricultural marketing. Successful case studies. **(5+1)**

Suggested Text Books:

1. The Rural Marketing Book by PradeepKashyap& Siddhartha Raut
2. A New Approach to Rural Marketing by KaushikSircar
3. Marketing of Agricultural Products by Richard Louis Kohls, Joseph N. Uhl, Person Publication, 9thEdition.
4. Agriculture Marketing in India by S. S. Acharya& N.L. Agarwal, Oxford & IBH Publishing Co. Pvt. Ltd New Delhi, 4thEdition
5. Rural Agriculture & Marketing by S.B. Verma, S.K. Jiloka&Mandal, Deep & Deep Publication Pvt. Ltd.

Suggested Reference Books

1. Rural Marketing – Concepts & Practices by BalramDogra, KarminderGhuman
2. New Perspective in Rural & Agricultural Marketing by Ramkishen Y., Jaico Publishing House , 2ndEdition
3. Introduction to Agribusiness Marketing by George Seperich, Michael Woolverton, James Beierlein, Pearson Education. New Perspective in Rural & Agricultural Marketing by Ramkishen Y., Jaico Publishing House , 2ndEdition.

Semester IV	(SE-IL-MKT-15)	411 MKT: Tourism & Hospitality Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 411 MKT.1	REMEMBERING	DEFINE core Concepts of Tourism and Hospitality industry and IDENTIFY various hospitality and tourism considerations
CO411 MKT.2	UNDERSTANDING	DISCUSS and EXPLAIN various aspects of Tourism and Hospitality Marketing and EXEMPLIFY the various related terms.
CO411 MKT.3	APPLYING	ORGANIZE and APPLY related numerical, pictorial and graphical data and MAKE USE OF them into business information
CO411 MKT.4	ANALYSING	ANALYSE important components of Service quality in Hospitality and Tourism industry and INTEGRATE them for appropriate service delivery through practical applications in the hospitality and tourism industry.
CO411 MKT.5	EVALUATING	CREATE Appropriate segmenting, targeting and positioning strategies and DESIGN marketing mix for hospitality and tourism industry.
CO411 MKT.6	CREATING	FORMULATE overall functioning in hospitality and tourism industry and PROPOSE a blend of legal and customer based strategies to meet customer relationship marketing and face the challenges.

1. **Introduction to Tourism and Hospitality Industry: Introduction to Tourism Industry:** Concept, definition, types and characteristics, Types of Tourists – Components of Tourism Infrastructure – Elements and Characteristics of Tourism Products- Scope of Tourism – Motivation for Tourism- Employment Opportunities in Tourism **Introduction to Hospitality Industry:** Concept– Origin and Growth – definition, types and characteristics, Types of hospitality products – Elements and Characteristics of hospitality Products, Components of Hospitality Infrastructure – Industries related to Hospitality, – Employment Opportunities in Hospitality **Relation of hospitality industry with Tourism:** Factors Affecting Hospitality and Tourism Industry, Customer Based Metrics, Product-Market Based Metrics, Marketing Mix Metrics **(4+1)**

2. **Marketing Mix: Tourism:** Types of tourism- Entertainment, Medical-Eco-Pilgrimage- Agri-Cultural-Sports-Leisure-Theme based, Destination Tourism. Domestic & International Tourism, Packages and Travel bookings, Tour Packaging &



सावित्रीबाई फुले पुणे विद्यापीठ
(पूर्वीचे पुणे विद्यापीठ)

शैक्षणिक विभाग

गणेशखिंड, पुणे-४११ ००७

दूरध्वनी क्र. : ०२०-२५६०१२५७/५८/५९

ई-मेल : boards@pun.unipune.ac.in

संकेतस्थळ : www.unipune.ac.in

संदर्भ क्र. : सी.बी. फुच / १०३

Savitribai Phule Pune University
(Formerly University of Pune)

Academic Section

Ganeshkhind, Pune - 411 007

Phone : 020-25601257/58/59

E-mail : boards@pun.unipune.ac.in

Website : www.unipune.ac.in

दिनांक : १२ / ०२ / २०२०

परिपत्रक क्र. ३१ / २०२०

विषय:- शैक्षणिक वर्ष २०२०-२०२१ पासून Introduction to Constitution हा 2 Credits (Add-on Audit Course) चा अभ्यासक्रम सर्व विद्याशाखांच्या पदव्युत्तर पदवी अभ्यासक्रमासाठी अनिवार्य करण्यास मान्यता देणेबाबत.

विद्यापीठ अधिकार मंडळाने घेतलेल्या निर्णयानुसार कळविण्यात येते की, शैक्षणिक वर्ष २०२०-२०२१ पासून Introduction to Constitution हा 2 Credits (Add-on Audit Course) चा अभ्यासक्रम सर्व विद्याशाखांच्या पदव्युत्तर पदवी अभ्यासक्रमासाठी अनिवार्य करण्यास मान्यता देण्यात येत आहे.

सदर अभ्यासक्रम सावित्रीबाई फुले पुणे विद्यापीठाच्या www.unipune.ac.in या संकेतस्थळावर Syllabi या शीर्षकाखाली उपलब्ध करण्यात आला आहे, याची सर्व संबंधितांनी नोंद घ्यावी.

मा. प्राचार्य, सर्व संलग्न महाविद्यालये आणि मा. संचालक, सर्व मान्यताप्राप्त संस्था यांना विनंती की, सदर परिपत्रकाचा आशय सर्व संबंधितांच्या निदर्शनास आणून द्यावा.

उपकुलसचिव
(शैक्षणिक विभाग)

प्रत माहितीसाठी व पुढील योग्य त्या कार्यवाहीसाठी:-

१. मा. अधिष्ठाता, सर्व विद्याशाखा
२. मा. प्राचार्य, सर्व संलग्न महाविद्यालये
३. मा. संचालक, सर्व मान्यताप्राप्त संस्था
४. मा. संचालक, परीक्षा व मूल्यमापन मंडळ, सावित्रीबाई फुले पुणे विद्यापीठ
५. मा. संचालक, स्पर्धा परीक्षा केंद्र
६. मा. संचालक, (आंतरराष्ट्रीय केंद्र)
७. मा. प्रमुख, विद्यापीठ उपकेंद्र :अहमदनगर, नाशिक.
८. उपकुलसचिव, परीक्षा (१,२)
९. सिस्टीम ऑनॅलिस्ट डेटा प्रोग्रेसिंग युनिट
१०. उपकुलसचिव, शैक्षणिक प्रवेश विभाग
११. उपकुलसचिव, नियोजन व विकास विभाग
१२. उपकुलसचिव, शैक्षणिक पात्रता विभाग
१३. उपकुलसचिव (सभा व दफ्तर विभाग)
१४. उपकुलसचिव (परीक्षा-एस.अॅण्ड टी.विभाग)
१५. सहाय्यक कुलसचिव (परीक्षा समन्वय विभाग)
१६. सहा. कुलसचिव (गोपनीय कक्ष)
१७. वरिष्ठ कायदा अधिकारी
१८. जनसंपर्क अधिकारी
१८. सहाय्यक कुलसचिव (संलग्नता कक्ष)
१९. सहाय्यक कुलसचिव (प्र-कुलगुरू कार्यालय)
२०. कक्षाधिकारी (बहिःस्थ विभाग)

विद्यापरिषद ठराव क्र. - ब ११ पीए/११/२०२० दि. २३ जानेवारी, २०२०

INTRODUCTION TO CONSTITUTION

(TWO CREDITS)

Course Objectives: This course introduces students to the Constitution of India. The Constitution, being supreme law of the land, must be known to every citizen of India. It begins with the Preamble, which indicates the source and objects of it. We, the people of India, are the source of the Constitution and have resolved to constitute India into a sovereign, socialist, secular, democratic and republic. The Course has been designed for everyone to make acquaint themselves with their fundamental rights and of others. No right is absolute one; it is subject to others right, as well. Directive Principles of State Policy are nothing but rights, though not enforceable by any court. These Directive Principles are basically 'Fundamental Principles' in the governance of the country. Powers and freedoms come with responsibility, State's responsibility to implement Directive Principles and citizens must perform their duties towards others, society and nation.

Expected Course Outcomes:

To introduce the philosophy of Constitution of India to students.
To acquaint them with their freedoms and responsibilities.

UNIT 1: PHILOSOPHY OF THE INDIAN CONSTITUTION (5 Hours)

- a) Constitutional History of India
- b) Role of Dr. B.R. Ambedkar in Constituent Assembly
- c) Preamble – Source and Objects
- d) Sovereign and Republic
- e) Socialist and Secular
- f) Democratic – Social and Economic Democracy
- g) Justice – Social, Economic and Political
- h) Liberty – Thought, Expression, Belief, Faith and Worship
- i) Equality – Status and Opportunity
- j) Fraternity, Human Dignity, Unity and Integrity of the Nation

UNIT 2: FUNDAMENTAL RIGHTS (10 Hours)

- a) Right to equality
- b) Right to freedoms
- c) Right against exploitation
- d) Right to freedom of religion
- e) Cultural and educational rights
- f) Right to property
- g) Right to constitutional remedies

UNIT 3: DIRECTIVE PRINCIPLES OF STATE POLICY (10 Hours)

- a) Equal Justice and free legal aid
- b) Right to work and provisions for just and humane conditions of work
- c) Provision for early childhood, Right to education and SC,ST, weaker section
- d) Uniform Civil Code
- e) Standard of Living, nutrition and public health
- f) Protection and improvement of environment
- g) Separation of Judiciary from executive
- h) Promotion of International peace and security

UNIT 4: FUNDAMENTAL DUTIES (5 Hours)

- a) Duty to abide by the Constitution
- b) Duty to cherish and follow the noble ideals
- c) Duty to defend the country and render national service
- d) Duty to value and preserve the rich heritage of our composite culture
- e) Duty to develop scientific temper, humanism ,the spirit of inquiry & reform
- f) Duty to safeguard public property and abjure violence
- g) Duty to strive towards excellence

Text/Reference Books:

- a) D. D. Basu, Introduction to the Constitution of India, LexisNexis
- b) Granville Austin, The Constitution of India: Cornerstone of a Nation, Oxford University Press
- c) Subhash Kashyap, Our Constitution, National Book Trust
- d) M.P. Jain, Indian Constitutional Law, LexisNexis

- e) V.N.Shukla, Constitution of India, Eastern Book Company
- f) P.M. Bakshi, The Constitution of India, Universal Law Publishing
- g) M.V.Pylee, Constitutional Government in India, S. Chand
- h) V. S. Khare, Dr. B.R.Ambedkar and India's National Security
- i) डॉ. सत्यरंजन साठे, भारताच्या राज्यघटनेची ५० वर्षे, कॉन्टिनेन्टल प्रकाशन
- j) नरेन्द्र चपळगावकर, राज्यघटनेचे अर्धशतक, मौज प्रकाशन गृह
- k) सुहास पळशीकर, राजकारणाचा ताळेबंद भारतीय लोकशाहीची वाटचाल, साधना प्रकाशन
- l) जयदेव गायकवाड, संविधान सभेत डॉ. आंबेडकर, पद्मगंगा प्रकाशन
- m) झिया मोदी, टेन जजमेंट्स दॅट चेंज्ड इंडिया, सकाळ प्रकाशन
- n) डॉ. रावसाहेब कसबे, डॉ. आंबेडकर आणि भारतीय राज्यघटना, सुगावा प्रकाशन

सावित्रीबाई फुले पुणे विद्यापीठ
(पूर्वीचे पुणे विद्यापीठ)

दूरध्वनी क्रमांक :

०२०-२५६२११५६
२५६०११५७
२५६०११६०



शैक्षणिक विभाग

गणेशखिंड, पुणे-४११ ००७

वेबसाइट : www.unipune.ac.in

ई-मेल : boards@pun.unipune.ac.in

संदर्भ क्र. : सीबीएच/ ७१३

दिनांक : १०/१२/२०२०

परिपत्रक क्र. ३४४/२०२०

विषय:- **Democracy, Election and Governance (2 Credits) U.G. Syllabus and Introduction to Constitution (2 Credits) P.G. Syllabus (Compulsory Add-on Audit Course for All Faculty)** या कोर्सच्या मार्गदर्शक तत्वांना मान्यता देणेबाबत.

विद्यापीठ अधिकार मंडळाने घेतलेल्या निर्णयानुसार कळविण्यात येते की, Democracy, Election and Governance (2 Credits) U.G. Syllabus and Introduction to Constitution (2 Credits) P.G. Syllabus (Compulsory Add-on Audit Course for All Faculty) या कोर्सच्या मार्गदर्शक तत्वांना मान्यता देण्यात येत आहे.

१. Introduction to Constitution हा दोन क्रेडिटचा कोर्स सर्व विद्याशाखेच्या Post Graduate कोर्सला शैक्षणिक वर्ष २०२०-२०२१ पासून तिसऱ्या सत्रात सुरू करण्यात यावा.
२. या कोर्ससाठीचे नियमन विद्यापीठातील विधी विभागाद्वारे करण्यात यावे.
३. सदरील कोर्सचे ऑनलाईन आशय तयार करण्याची जबाबदारी विधी विभागाने घेवून Online/Offline आशय वर विकसित करण्यात यावा.
४. सदरील कोर्स हा २ क्रेडिटचा असून २५ मार्क्स Internal व २५ मार्क्स External साठी असतील व त्याचे रूपांतर मार्क्स नुसार ग्रेड मध्ये करण्यात यावे.
५. Democracy, Election & Governance हा दोन क्रेडिटचा कोर्स सर्व विद्याशाखेच्या पदवी परीक्षेस प्रथम वर्षाच्या दुसऱ्या सत्रात शैक्षणिक वर्ष २०२०-२१ पासून सुरू करण्यात यावा.

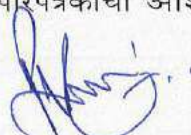
६. या कोर्ससाठीचे नियमन प्रत्येक महाविद्यालयातील समाजशास्त्र किंवा राज्यशास्त्र विषयाचे प्राध्यापक यांच्या अध्यक्षतेखाली सदरील कोर्सचे नियमन करण्यात यावे.

७. सदरील कोर्समध्ये वेळोवेळी बदल Online/Offline आशय विकसित करणे याची जबाबदारी समाजशास्त्र अभ्यासमंडळाचे प्रमुख डॉ. श्रुती तांबे व राज्यशास्त्र अभ्यासमंडळाचे प्रमुख डॉ. बाळ कांबळे यांनी पहावे.

८. Democracy Election & Governance हा दोन क्रेडिटचा कोर्स असून २५ मार्क्स हे Internal Assessment व २५ मार्क्स External Assessment साठी असतील व त्याचे रूपांतर मार्क्स नुसार ग्रेड मध्ये करण्यात यावे.

९. Democracy Election & Governance हा कोर्स सुरू करताना ज्या महाविद्यालयात समाजशास्त्र व राज्यशास्त्र विषय नाहीत, त्या महाविद्यालयात इतर विषयाच्या प्राध्यापकांना प्रशिक्षण देवून त्यांना जबाबदारी देण्यात यावी.

मा. प्राचार्य, सर्व संलग्न महाविद्यालये यांना विनंती की, सदर परिपत्रकाचा आशय सर्व संबंधितांच्या निदर्शनास आणून दयावा.


उपकुलसचिव
(शैक्षणिक विभाग)

प्रत माहितीसाठी व पुढील योग्य त्या कार्यवाहीसाठी:—

१. मा. अधिष्ठाता, मानवविज्ञान विद्याशाखा
२. मा. प्राचार्य, सर्व संलग्न कला महाविद्यालये
३. मा. संचालक, परीक्षा व मूल्यमापन मंडळ, सावित्रीबाई फुले पुणे विद्यापीठ
४. मा. संचालक, स्पर्धा परीक्षा केंद्र
५. मा. संचालक, (आंतरराष्ट्रीय केंद्र)
६. मा. प्रमुख, विद्यापीठ उपकेंद्र :अहमदनगर, नाशिक.
७. मा. उपकुलसचिव, परीक्षा (१,२)
८. सिस्टीम अॅनालिस्ट डेटा प्रोग्रेसिंग युनिट
९. मा. उपकुलसचिव, शैक्षणिक प्रवेश विभाग
१०. मा. उपकुलसचिव, नियोजन व विकास विभाग
११. मा. उपकुलसचिव, शैक्षणिक पात्रता विभाग
१२. मा. उपकुलसचिव (सभा व दफ्तर विभाग)
१३. मा. उपकुलसचिव (परीक्षा—एस.अॅण्ड टी.विभाग)
१४. मा. उपकुलसचिव, (कायदा व तक्रार निवारण विभाग)
१५. मा. उपकुलसचिव, जनसंपर्क अधिकारी
१६. मा. सहायक कुलसचिव (परीक्षा समन्वय विभाग)
१७. मा. सहायक कुलसचिव (गोपनीय कक्ष)
१८. मा. सहायक कुलसचिव (संलग्नता कक्ष)
१९. मा. सहायक कुलसचिव (मा. प्र—कुलगुरू कार्यालय)
२०. मा. कक्षाधिकारी (बहिःस्थ विभाग)

विद्यापरिषद ठराव क्र. — ब ५१ पीए/५१/२०२० दि. ०३.११.२०२०

Savitribai Phule Pune University

Dr. V. B. Gaikwad

M.Sc., M.Phil., Ph.D.



Telephone : 020-25601255/25698007

Tele Fax : +91-020-25601256

Email : bcud@unipune.ac.in

Director,

Board of College & University Development

Ganeshkhind, Pune-411 007

Ref.BCUD/ 76

Dt. 18.03.2015


To,
The Principal/ Directors.
All Affiliated colleges
All Recognized institute
Savitribai Phule Pune University,
Pune

Subject: Guidelines regarding evaluation of Cyber security courses of 4 credits.

Dear Sir/Madam,

As per decision taken by the University authorised, Cyber Security courses of 4 credits has been incorporated in the syllabi of Post graduate courses. We hereby, would like to give the guidelines for the evaluation of these courses. We hereby, would like to give the guidelines for the evaluation of these courses attached herewith.

With regards,


Dr. V. B. Gaikwad
Director, BCUD

GUIDELINES FOR EVALUATION OF CYBER SECURITY COURSES OF 4 CREDITS

From the academic year 2014-15, the cyber security courses for 4 credits have been incorporated in the curriculum of Post-graduate degree programmes of Savitribai Phule Pune University.

- Cyber security courses has been divided into 4 modules namely :

Name of Modules	No. Of credit	No. Of hours	No of Marks
Module : 1 Pre-requisites in Network and Information Security	One credit	14	25
Module : 2 Security Management	One credit	13	25
Module : 3 Information and Network Security	One credit	13	25
Module:4 System and Application Security	One credit	20	25

- Evaluation comprises of the Internal Assessment of the aforesaid modules are on the basis of following components:

Name of module	Examination pattern		Marks	
Module 1	Written Examination	Objective questions, MCQs, define/answer in one sentence	7	15
		Two descriptive questions of short answers	8	
	Hands on /Practical examination along with viva			10
Total				25
Module 2	Written Examination	Objective questions, MCQs, define/answer in one sentence	7	15
		Two descriptive questions of short answers	8	
	Hands on /Practical examination along with viva			10
Total				25
Module 3	Written Examination	Objective questions, MCQs,	7	15

		define/answer in one sentence		
		Two descriptive questions of short answers	8	
	Hands on /Practical examination along with viva			10
Total				25
Module 4	Written Examination	Objective questions, MCQs, define/answer in one sentence	7	15
		Two descriptive questions of short answers	8	
	Hands on /Practical examination along with viva			10
Total				25
GRAND TOTAL				100

- Course- related skill-based practical work will be entirely based on the skills to be developed in the students. It may include the topics as has been prescribed in the syllabi of every module.
- Practical components may be based on laboratory work, on job industrial training, working with NGO or similar organizations, project, group discussion, presentation etc. unless otherwise clearly specified in the given syllabi of all the courses.
- College is supposed to maintain the record of marks allotted to the practical work carried out by the students.
- There shall be combine passing (written exam + practical, viva) of 40%.

Savitribai Phule Pune University

Dr. V. B. Gaikwad

M.Sc., M.Phil., Ph.D.



Telephone: 020-25601255/25698007

Tele Fax : +91-020-25601256

Email : bcud@unipune.ac.in

Director,
Board of College & University Development
Ganeshkhind, Pune-411 007

Ref.BCUD/ 77

Dt. 18.03.2015


To,
The Principal/ Directors.
All Affiliated colleges
All Recognized institute
Savitribai Phule Pune University,
Pune

**Subject: Guidelines regarding evaluation of Human Rights Education Programme
(2 credits)**

Dear Sir/Madam,

As per decision taken by the University authorised, Human Education Programme of 2 credits has been incorporated in the syllabi of Post graduate courses. We hereby, would like to give the guidelines for the evaluation of these courses attached herewith.

With regards,


Dr. V. B. Gaikwad
Director, BCUD

GUIDELINES FOR EVALUATION OF HUMAN RIGHTS EDUCATION PROGRAMME FOR 2 CREDITS

- Students of all the Post graduate programmes have to undergo the Human Rights Education programme
- The Courses under the programme will have no affect on the credit/grade of the students of their regular course of study. The grades earned in the papers of this programme will reflect separately in the mark statement of each student.
- In the HRE Programme there will be three courses.

Paper code	Course Name	Credits	Marks
HRE 101	Introduction to Human Rights and Duties (Mandatory)	1	25
HRE 102	Human Rights of Vulnerable and Disadvantaged Groups (Optional)	1	25
HRE: 103	Human Rights and Duties in India: Law, Policy, Society and Enforcement mechanism. (Optional)	1	25

- In the three courses, students have to opt for only two courses during their entire Post Graduate Programme Among the three papers, (**HRE 101 Introduction to Human Rights and Duties**) is a compulsory course. In the other two papers (**HRE 102 Human Rights of Vulnerable and Disadvantaged Groups** and **HRE 103 Human Rights and Duties in India: Law, Policy, Society and Enforcement Mechanism**) the students are free to select any one paper as per the decision of the head of the institute.
- At no point of time any two courses should be taken together. (This rule is applicable for the students in part I or from the new academic year).
- The Coordinators of each institute appointed by the Directors/Principal shall monitor the programme under the Supervision of the Head of the institute.

- It would be a self-study programme. The students will have to study the materials of each paper, based on the materials uploaded on the University Website. Apart from the materials available on the website, students are free to refer to any reference book of their choice stated in the bibliography. Apart from the reading materials, a video of Lectures delivered by some of the eminent professors will also be available on the University Web Site.
- For evaluation of the papers, any of the models prescribed in the credit pattern for Internal Assessment regulations may please be adopted depending on the Models suitable to the institute.
- Individual faculty member shall have the flexibility to design the concurrent evaluation components in a manner so as to give a balanced assessment of student capabilities across Knowledge, Skills and Abilities based on following assessment tools:
 1. Case Study/ Caselet/ Situation Analysis
 2. Class Test
 3. Open book test
 4. Study tour/ Field visit and report of the same.
 5. Small group Project
 6. Group Discussion
 7. Role Play/ Story telling
 8. Thematic Presentation
 9. Industry Analysis
 10. In depth viva
 11. Quiz
 12. Model Development / Simulation exercises
- A pass in the two papers is compulsory.
- Each Paper carries only One Credit. This means a credit is equal to 25 marks. Hence, the minimum applicable per credit as per the credit system rules need to be adopted as the passing minimum. Based on the marks that are secured by each student the grade may be decided depending on the mark obtained in each paper.
- If any student fails to secure the minimum passing grade of E in any of the two papers, such student may have to repeat such paper and has to pass the paper compulsorily otherwise they won't be conferred the degree.
- The Coordinators of each institute need to maintain a record of the evaluation methods adopted by the respective institute.

The syllabus

Course I

Introduction to Human Rights and Duties

Credit: 1

I) Basic Concept

- a) Human Values- Dignity , Liberty, Equality , Justice, Unity in Diversity, Ethics and Morals
- b) Meaning and significance of Human Rights Education

II) Perspectives of Rights and Duties

- a) Rights: Inherent-Inalienable-Universal- Individual and Groups
- b) Nature and concept of Duties
- c) Interrelationship of Rights and Duties

III) Introduction to Terminology of Various Legal Instruments

- a) Meaning of Legal Instrument- Binding Nature
- b) Types of Instruments: Covenant-Charter-Declaration-Treaty-Convention-Protocol- Executive Orders and Statutes

IV) United Nations And Human Rights

- a) Brief History of Human Rights- International and National Perspectives
- b) Provision of the charters of United Nations
- c) Universal Declaration of Human Rights- Significance-Preamble
- d) Civil and Political Rights-(Art. 1-21)
- e) Economic, Social and Cultural Rights-(Art.22-28)
- f) Duties and Limitations-(Art. 29)
- g) Final Provision (Art. 30)

Course II

Human rights of vulnerable and disadvantaged groups

Credit: 1

I) General Introduction

- a) Meaning and Concept of Vulnerable and Disadvantaged
- b) Groups, Customary, Socio-Economic and Cultural Problems of
- c) Vulnerable and Disadvantaged Groups

II) Social status of women and children in International and national perspective

- a) Human Rights and Women's Rights –International and National Standards
- b) Human Rights of Children-International and National Standards

III) Status of Social and Economically Disadvantaged people

- a) Status of Indigenous People and the Role of the UN
- b) Status of SC/ST and Other Indigenous People in the Indian Scenario
- c) Human Rights of Aged and Disabled
- d) The Minorities and Human Rights

IV) Human rights of vulnerable groups

- a) Stateless Persons
- b) Sex Workers
- c) Migrant Workers
- d) HIV/AIDS Victims

Course III

Human Rights and Duties in India: Law, Policy, Society and Enforcement

Mechanism

Credit: 1

I. Human Rights in Indian Context

- a) Indian Bill of Rights And Sarvodaya
- b) Preamble- Fundamental Rights- Directive Principles-Fundamental Duties

II. Human Rights- Enforcement Mechanism

- a) Human Rights Act, 1993
- b) Judicial Organs- Supreme Court (Art 32) And High Courts(Art 226)
- c) Human Rights Commission- National and State of Maharashtra
- d) Commission of Women, children , Minority, SC/ST
- e) Survey of International Mechanism

III. Human Rights Violations and Indian Polity

- a) Inequalities in society-population-illiteracy-poverty-caste-inaccessibility of legal redress
- b) Abuse of Executive Power-Corruption-Nepotism and favoritism
- c) Human Rights and Good Governance
- d)

IV. Role of Advocacy Groups

- a) Professional Bodies: Press, Media, Role of Lawyers-Legal Aid
- b) Educational Institutions
- c) Role of Corporate Sector
- d) NGO's

[E] ENRICHMENT (ENR) COURSES (ELECTIVES) – 1 Credit Each				
25 Marks CCE, 00 Marks ESE				
Between ZERO to SIX courses to be selected from the following list in Semester I and / or Between ZERO to FOUR courses to be selected from the following list in Semester II and / or Between ZERO to TWO courses to be selected from the following list in Semester III and / or Between ZERO to FOUR courses to be selected from the following list in Semester IV				
Course No	Course Code	Proficiency Track	Course	Semester
1	ENR - 1	Entrepreneurship	Entrepreneurship in The Online Economy – Seminar	Any
2	ENR - 2	Entrepreneurship	Management Skills for MSMEs – Seminar	Any
3	ENR - 3	Entrepreneurship	Business Plan for Small Business - Case Study Development and Presentation	Any
4	ENR - 4	Entrepreneurship	The Elevator Pitch - Case Study Development and Presentation	Any
5	ENR - 5	Entrepreneurship	Private Equity – Seminar	Any
6	ENR - 6	Entrepreneurship	Launching & Sustaining Start-Ups- Case Study Development and Presentation	Any
7	ENR - 7	Entrepreneurship	Start-Up Fest	Any
8	ENR - 8	Entrepreneurship	Marketing on a shoe string budget for Small Business - Case Study Development and Presentation	Any
9	ENR - 9	Entrepreneurship	Growing business through Franchising - Case Study Development and Presentation	Any
10	ENR - 10	Entrepreneurship	Finance and Accounting aspects of Small Businesses - Case Study Development and Presentation	Any
11	ENR - 11	Entrepreneurship	Planning, Structuring, and Financing Small Businesses - Case Study Development and Presentation	Any
12	ENR - 12	Entrepreneurship	Digital Marketing for MSMEs- Case Study Development and Presentation	Any
13	ENR - 13	Entrepreneurship	Legal Compliances for MSMEs – Seminar	Any
14	ENR - 14	Entrepreneurship	Contemporary Indian Models in Entrepreneurship - Case Study Development and Presentation	Any
15	ENR - 15	Entrepreneurship	Women Entrepreneurs in Contemporary India - Case Study Development and Presentation	Any
16	ENR - 16	Desk Research	Review of National Databases & Reports	Any
17	ENR - 17	Desk Research	Review of Industry Databases	Any
18	ENR - 18	Desk Research	Review of Industry Best Practice Surveys	Any
19	ENR - 19	Desk Research	Review of Global Best Practice Surveys	Any
20	ENR - 20	Desk Research	Review of TED Talks	Any
21	ENR - 21	Desk Research	Book Reviews	Any
22	ENR - 22	Desk Research	Emerging Trends in Business - Seminar	Any

Role of Small-scale Industries in Indian Economy, Poverty, Vulnerability and Unorganized Sector Employment-The High Degree of Correlation, Estimate of Organized and Unorganized Workers. (6)

5. The Foreign Trade of India: Importance of Foreign Trade for a Developing Economy, Overview of Foreign Trade Since Independence, Composition of India's Foreign Trade, Direction of India's Foreign Trade, India's Balance of Payments on Current Account, Balance of Payments Crisis, Balance of Payments Since the New Economic Reforms of 1991, India's Trade Policy, India's Foreign Trade Policy, An Analysis of Trends in Exports and Imports, Special Economic Zones (SEZs)-An Overview. (6)

Suggested Text Books:

1. Indian Economy , Dutt R and Sundharam K.P.M, S .Chand, Delhi
2. Indian Economy, Agarwal A. N., Vikas Publishing House, Delhi
3. Indian Economy, Misra S.K. and Pury V.K., Himalaya Publishing House, New Delhi
4. Business Environment , Bedi S K, Excel Books
5. Economic Reforms in India - A Critique, Dutt Ruddar, S. Chand, New Delhi .

Suggested Reference Books:

1. Economic Environment of Business , Adhikary, Sultan Chand and Sons
2. Business, Government and Society, George A and Steiner G A, Macmillan
3. Economic Environment of Business , Ghosh, Vikas
4. Business Environment, Francis Cherunilam, Himalaya Publishing House, Bombay
5. Industrial Economy of India, Kuchhal S.C., Chaitanya Publishing House, Allahabad

Semester I		109 – Entrepreneurship Development
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO109.1	REMEMBERING	DEFINE the key terms, LIST the Attributes and Characteristics of Entrepreneurs features and ENUMERATE the Factors influencing Entrepreneurship Growth.
CO109.2	UNDERSTANDING	DISCUSS various theories of entrepreneurship and the entrepreneurship development ecosystem in Indian context.
CO109.3	APPLYING	APPLY the theories of entrepreneurship and entrepreneurship development framework to analyze and identify entrepreneurial opportunities.
CO109.4	ANALYSING	DISCRIMINATE between potential options available for entrepreneur for embarking on establishing a Start Up
CO109.5	EVALUATING	EVALUATE the start up ecosystem and the entrepreneurial opportunities in light of requirements of a business plan.
CO109.6	CREATING	CREATE a business plan that captures entrepreneurs and variety of entrepreneur motivations, entrepreneur culture and sectoral opportunities and financing options.

1. Entrepreneurship: Concept of Entrepreneur. Intrapreneur, Entrepreneurship and Manager. Difference between Entrepreneur and Intrapreneur, Entrepreneur and Entrepreneurship. Attributes and Characteristics of successful entrepreneurs. Functions of an Entrepreneur, Classification of Entrepreneurs. Role of Entrepreneur in Indian Economy, Developing entrepreneurial culture, Factors influencing Entrepreneurship Growth - Economic, Non-Economic Factors, For profit or Not for profit entrepreneurs, Constraints for the Growth of Entrepreneurial Culture, Entrepreneurship as a career, Entrepreneurship as a style of management, Emerging Models of Corporate Entrepreneurship, India's start up revolution–Trends, Imperatives, benefits; the players involved in the ecosystem, Business Incubators-Rural entrepreneurship, social entrepreneurship, women entrepreneurs, Cases of Tata, Birlas, Kirloskar and new generation entrepreneurs in India. (6)

- 2. Theories of entrepreneurship:** Innovation Theory by Schumpeter & Imitating, Theory of High Achievement by McClelland, X-Efficiency Theory by Leibenstein, Theory of Profit by Knight, Theory of Social change by Everett Hagen. **(4)**
- 3. Entrepreneurship development:** Entrepreneurial Competencies, Developing Competencies. Concept of entrepreneurship development, Entrepreneur Training and developing, Role of Entrepreneur Development Programs (EDP), Role of DIC, SISI, EDII, NIESBUD, NEDB, EDP - Objectives – contents – methods - execution. Role of Mentors. Innovation and Entrepreneurship, Design Thinking Process. Role of consultancy organizations in promoting Entrepreneurs, Problems and difficulties of Entrepreneurs - Marketing Finance, Human Resource, Production; Research - external problems, Mobility of Entrepreneurs, Entrepreneurial change, occupational mobility - factors in mobility. **(6)**
- 4. Role of Central Government and State Government in promoting Entrepreneurship:** Introduction to various incentives, subsidies and grants, Export Oriented Units, Fiscal and Tax concessions available, Women Entrepreneurs - Role, Problems and Prospects, Reasons for low women Entrepreneurs, Assistance Programme for Small Scale Units – Institutional Framework – Role of SSI Sector in the Economy – SSI Units – Failure, Causes and Preventive Measures – Turnaround Strategies. Future of Entrepreneurship Development and Government, Start Up India, Make in India. **(5)**
- 5. Enterprise Promotion:** Creating Entrepreneurial Venture, Entrepreneurship Development Cycle, Business Planning Process, The business plan as an entrepreneurial tool, Elements of Business Plan, Objectives, Market Analysis, Development of product / idea - Resources, Capabilities, and strategies, identifying attributes of strategic resources, Opportunity Analysis, innovator or imitator, SWOT analysis, Internal and External Environment Analysis, Industry Analysis, Embryonic Companies and Spin off's, Porter's five forces model, Identifying the right Business Model Canvas, Seven Domains of John Mullins, Opportunities in Emerging/Transition/Decline industries, Opportunities at the bottom of the pyramid, Opportunities in social sector, Opportunities arising out of digitization, Marketing, Finance, Organization & Management, Ownership - Franchising, networking and alliances, Buying an existing business, Critical risk contingencies of the proposal, Scheduling and milestones. **(9)**

Suggested Text Books:

1. Dynamics of Entrepreneurship Development, Vasant Desai
2. Entrepreneurship: New Venture Creation, David H. Holt
3. Entrepreneurship Development New Venture Creation, Satish Taneja, S.L.Gupta
4. Project management, K. Nagarajan.
5. Entrepreneurship: Strategies and Resources, Marc J. Dollinger

Suggested Reference Books:

1. The Culture of Entrepreneurship, Brigitte Berger
2. Innovation and Entrepreneurship, Peter F. Drucker
3. Entrepreneurship, Robert D. Hisrich, Michael P. Peters, Dean A. Shepherd
4. Entrepreneurship As Strategy, G. Dale Meyer, Kurt A. Heppard
5. New Vistas of Entrepreneurship: Challenges & Opportunities, A. Sahay, M.S.Chhikara
6. Entrepreneurship and Small Business Management, Siropolis
7. The Entrepreneurial Connection, Gurmeet Naroola
8. Thought Leaders, Steven Brandt
9. Corporate Entrepreneurship, Vijay Sathe
10. Corporate Entrepreneurship: Entrepreneurial Development Inside Organizations, Michael H.Morris, Donald F.Kuratko
11. Intrapreneurship: Gifford Pinchot
12. Lead like an Entrepreneur, Neal Thornberry
13. You Too Can Become an Entrepreneur, Nalinaksha Mutsuddi
14. Make The Move: Demystifying Entrepreneurship, Ishan Gupta, Rajat Khare

Semester I		110 – Essentials of Psychology for Managers
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO110.1	REMEMBERING	DEFINE the basic concepts of psychology.
CO110.2	UNDERSTANDING	EXPLAIN the sensing and perceiving processes.
CO110.3	APPLYING	APPLY principles of learning and conditioning to human behavior.

5. **Quality Criteria in Qualitative Research:** Reliability, Validity, Objectivity, Alternative Criteria, Criteria for Evaluating the Building of Theories, Quality Assessment as a Challenge for Qualitative Research, Triangulation, Analytic Induction, Generalization in Qualitative Research, The Constant Comparative Method, Process Evaluation and Quality Management. (5)

Suggested Text Books:

1. An Introduction to Qualitative Research, Uwe Flick, 4th Edition, SAGE
2. Research Methods in the Social Sciences, Bridget Somekh & Cathy Lewin, 5th Edition, SAGE India

Suggested Reference Books:

1. Qualitative Research Methods in Public Relations and Marketing Communications, Christine Baymon & Immy Holloway, Routledge
2. Qualitative Journeys, Minichiello & Kottler, SAGE

Semester II		211 – Business, Government & Society
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOME
CO211.1	REMEMBERING	DESCRIBE the economic roles of government in the Indian context.
CO211.2	UNDERSTANDING	EXPLAIN the macroeconomic crises around the world.
CO211.3	APPLYING	ILLUSTRATE the interlinkages between economic growth , poverty and inequality.
CO211.4	ANALYSING	EXAMINE the rationale, success and failures of Public Private Partnerships in the Indian context.
CO211.5	EVALUATING	ASSESS the forces for and against Globalization and the socio-economic impact of Globalization.
CO211.6	CREATING	DISCUSS the interplay between technology, business and society.

1. **Roles of Business, Government, and Society:** Interdependence and Conflict, Regulation of Business, Functions of State; Economic roles of government; Government and legal environment; Economic roles of Government in India; Indian experience with overall and sectoral growth, Inter-sectoral linkages and role of foreign direct investment, The Constitutional environment , Macroeconomic crises since 1990s- Indian and global experiences.
2. **Poverty, Inequality and Economic Growth:** Industrial Development, Rural-Urban Dynamics, Population and Development, Finance for Development, Trade and Development, State and the Market, Privatization and Regulation, Institutions and Growth.
3. **Public Private Partnerships:** The Rationale for Public Private Partnerships, Different Kinds of Public Private Partnerships with a special emphasis on the Build Operate and Transfer Model (BOT), Issues in Regulation that come about with privatization, Pricing mechanisms available to a regulator to ensure universal access and efficiency, Discussion of the privatization experience in different sectors, water, electricity, telecommunication, and railways with a special emphasis on India.
4. **Multinational Corporations:** Perspectives on Globalization, Globalization: The MNC and TNC Organizations, Globalization of Brands, Globalization of the Indian Business and Firms, Coping with Global Competition, Conflict with Nation States. Domestic and Global forces - for and against Globalization, Brexit and latest developments.
5. **Business in a Global Environment:** Business as Blending of People Technology and Ethical Behaviour, Achieving Business Success through Social Responsibilities, Changing Workplace - Influence of demography, influence of technology, gender issues, social justice and affirmative action, Industrial Relations.

Suggested Text Books:

1. Business, Government and Society: A Managerial Perspective by John Steiner, George Steiner, Tata McGraw Hill
2. Business, Government, and Society by Douglas E. Greer, Prentice Hall
3. Business and Its Environment by David P., International Edition

1. Project Management by K.Nagarajan, New Age International Publications
2. Principles and Practices of Auditing by Ravindar Kumar & Virendar Sharma, PHI.
3. Principles and Practices of Banking by Indian Institute of Banking & Finance, MacMillan India Ltd.
4. Financial Management by Prasanna Chandra, TMGH
5. E business: A Canadian perspective for a Networked World , Gerald Trites, J. Efrim Boritz Pearson

Semester IV		402 – Indian Ethos & Business Ethics
3 Credits	LTP: 2:1:1	Compulsory Generic Core Course

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO402.1	REMEMBERING	DESCRIBE major theories, concepts, terms, models and framework of Indian ethos and business ethics. DISCOVER the contemporary Issues in Business Ethics
CO402.2	UNDERSTANDING	CLASSIFY and RECOGNIZE Karma, Karma Yoga and discover its relevance in business setting, ILLUSTRATE the business ethical decision rationale derived from Indian Heritage Scriptures.
CO402.3	UNDERSTANDING	APPLY Principles, Theories, Models and Framework of Indian ethos and business ethics in order to incorporate value system in work culture and work place.
CO402.4	APPLYING	DEVELOP and EXHIBIT analytical, problem solving skills, and work ethos by COMPREHENSION and PRACTICE of Indian ethos and value system
CO402.5	ANALYSING	IMPLEMENT, EVALUATE, and FACILITATE ethical business behavior and promote sustainable business ecology, improve profitability, foster business relation and employee productivity.
CO402.6	CREATING	ELABORATE Ethical dilemmas in different business areas of marketing, HRM and Finance and ADAPT dilemma resolution interventions by referring to certain norms, theories and models of Eastern Management.

1. **Indian Ethos and Values : Its relevance at Workplace: Indian Ethos-** Meaning, Features, Need, Evolution, Relevance, Principles Practiced by Indian Companies, Requisites, Elements, Role of Indian Ethos in Managerial Practices, Triguna Theory-OSHA Model. Work Ethos meaning, dimensions of Work Ethos. **Values** - Concepts, Values in business, Value system in work culture, and Values of Indian Managers, Relevance of Value Based Management in Global Change; Impact of values on Stakeholders; Trans-Cultural Human Values, Ethics v/s Ethos, Eastern Management v/s Western Management. (8+2)
2. **Indian Model of Management:** Concept of Indian Model of Management in the Indian socio-political environment, Laws of Karma and its relevance in business settings, Indian Heritage in Business-Management. Production and Consumption: Management lessons from Indian heritage scriptures (like Mahabharata & Ramayana), Leadership Pointers from Kautilya's Arthashastra, VEDA Model of Leadership, Corporate Rishi Model, Theory K, WE theory (West-East Theory) (11+2)
3. **Business Ethics as Applied ethics:** Meaning, Characteristics of Business Ethics, Importance of Business Ethics (Long Term growth, Cost reduction, Risk mitigation, Limited resources, etc.) Types of Business Ethics (Transactional Ethics, Participatory Ethics, Recognition Ethics), Factors influencing business ethics. Categories of Ethics (Personal, Professional, Managerial) Business Code of Conduct),
4. Approaches to Business Ethics: Consequentialist & Non- Consequentialist Theories of Ethics - Deontological Theory & Teleological Theory, Kohlberg Six stage moral development. (11+2)
5. **Ethical decision making in business matrix:** Framework of Ethical decision making, Ethical dilemmas in different functional areas of Business (Finance, Marketing HRM and International Business), Intellectual Property Rights and Business Ethics, Ethical challenges for Managers, Ethical Decision Making process, it's Model -STEP Model, PLUS Filter Model.(8+2)
6. **Applications of Ethical Principles to Contemporary, Moral and Ethical problems / issues related to Business:** Contemporary cases on Corporate Strategy and Climate Change, Corporate Strategy and Natural resource depletion, Corporate Social Responsibility, transparency and accountability, Social Media and E-Platforms. Current ethical issues like Bank scams, Airlines etc. (7+2)

Suggested Text Books:

1. Business Ethics (Concept, Application, Framework and Cultural Impact) k. Aswathappa, J. Ushar Rani, Sunanda Gundavajhala, Himalaya Publishing House
2. Ethics in Management and Indian Ethos, Biswanath Ghosh , Vikas Publishing House
3. Indian Ethos of Management, Tushar Agarawal and Nidhi Chandorkar, Himalaya Publication House.
4. Indian Ethos and Values for Managers, Khandelwal , Himalaya Publishing House

Suggested Reference Books:

1. Indian Ethos & Values In Management, Nandagopal R, Ajith Sankar, Tata McGraw Hill Publishing Co. Ltd.
2. New Mantras in Corporate corridors From Ancient Routes to Global Roots, Subhas Sharma, New Age International Publishers
3. Business Ethics: Concepts and Cases, Velasquez, Pearson Education India.
4. Corporate Chanakya , Radhakrishnan Pillai , Jaico Publishing House

Suggested Text Books:

1. Managing Technology and Innovation for Competitive Advantage, V K Narayanan, Pearson Education.
2. Technology Management – Text and International Cases, Norma Harrison and Danny Samson, MGH.
3. Strategic Management of Technology & Innovation, Robert A Burgelman, Modesto A Maidique, Steven C Wheelwright, MGH International Edition.
4. Management of Technology – The Key to Competitiveness and Wealth Creation, Tarek Khalil and Ravi Shankar, TMGH, New Delhi.
5. Technology & Business Strategy – An Introduction, Edited by Prashanta Kumar Banerjea, ICFAI books.

Suggested Reference Books:

1. Managing Strategic Innovation and Change – A Collection of Readings, Michael L Tushman and Philip Anderson, Oxford University Press.
2. Management of Technology and Innovation – Competing through Technological Excellence, P N Rastogi, Response Books.
3. Utterback, James. "Invasion of a Stable Business by Radical Innovation." Chapter 7 in Mastering the Dynamics of Innovation. Cambridge, MA: Harvard Business School Press, 1994. ISBN: 9780875843421.

Semester IV		407 – Cyber Laws
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO407.1	Remembering	DEFINE the key terms and concepts pertaining to cyber laws.
CO407.2	Understanding	DESCRIBE the relevant legal provisions in detail.
CO407.3	Applying	DETERMINE the applicability of the legal provisions in a specific scenario.
CO407.4	Analyzing	OUTLINE the course of action in case of violation of the legal provisions.
CO407.5	Evaluating	EXPLAIN the various legal, social and international issues and the various remedies available under the Information Technology Act for the breach and commission of offence in cyber space

1. **Information Technology Act:** Evolution of the IT Act, Genesis and Necessity, Salient features of the IT Act, 2000; various authorities under IT Act and their powers; Penalties & Offences, amendments, Cyber Space Jurisdiction, Jurisdiction issues under IT Act, 2000. (5+1)
2. **E-commerce and Laws in India:** Digital/ Electronic Signature in Indian Laws, E-Commerce; Issues and provisions in Indian Law, E-Governance; concept and practicality in India, E-Taxation issues in Cyberspace, E-Contracts and its validity in India, Cyber Tribunal & Appellate Tribunal, Cyber Regulations. (5+1)
3. **Intellectual Property Rights:** Domain Names and Trademark Disputes, Concept of Trademark/ in Internet Era, Cyber squatting, Reverse Hijacking, Jurisdiction in Trademark Disputes, Copyright in the Digital Medium, Copyright in Computer Programmes, Copyright and WIPO Treaties, Concept of Patent Right, Relevant Provisions of Patent Act 1970. (5+1)
4. **Personal Data Security:** Sensitive Personal Data or Information (SPDI) in Cyber Law, SPDI Definition and Reasonable Security Practices in India, Reasonable Security Practices – International perspective, Cloud Computing & Law. (5+1)
5. **Cyber Law:** International Perspective, EDI : Concept and legal Issues, UNCITRAL Model Law, Electronic Signature Law's of Major Countries, Cryptography Laws, Cyber Law's of Major Countries, EU Convention on Cyber Crime. (5+1)

Suggested Text Books:

1. Cyber Law & Cyber Crimes by Advocate Prashant Mali, Snow White Publications, Mumbai
2. Cyber Law in India by Farooq Ahmad, Pioneer Books
3. Information Technology Law and Practice by Vakul Sharma, Universal Law Publishing Co. Pvt. Ltd
4. The Indian Cyber Law by Suresh T. Vishwanathan, Bharat Law House New Delhi

5. Guide to Cyber and E- Commerce Laws by P.M. Bukshi and R.K. Suri, Bharat Law House, New Delhi
6. Guide to Cyber Laws by Rodney D. Ryder, Wadhwa and Company, Nagpur

Suggested Reference Books:

1. The Information technology Act, 2000, Bare Act- Professional Book Publishers, New Delhi
2. Computer Forensics: Principles and Practices by Linda Volonino, Reynaldo Anzaldua and Jana Godwin; Pearson Prentice-Hall
3. First Responder's Guide to Computer Forensics by Richard Nolan et al; Carnegi Mellon

Semester IV		408 – Corporate Social Responsibility & Sustainability
2 Credits	LTP: 2:0:0	Generic Elective – University Level

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO408.1	REMEMBERING	Enumerate the different concepts, legislative provisions, environmental aspects, best practices, complexity, scope, reports, social framework etc. related to CSR, business ethics & sustainability development.
CO408.2	UNDERSTANDING	Compare different CSR theories, cases, dimensions of Sustainability and demonstrate a multi stake holder perspective in viewing CSR, Business ethics & Sustainability issues etc.
CO408.3	APPLYING	Apply the different models, theories, approaches, cases etc. for implementation & monitoring of CSR activities & Sustainability and its impact on corporate culture & society at large.
CO408.4	ANALYSING	Analyze the different reports, cases, various legal issues relating to CSR, different sustainability reports and various national and global initiatives related to CSR, Business ethics & Sustainability.
CO408.5	EVALUATING	Evaluate the level of commitment of different organizations to CSR, Business ethics in attaining Sustainability development & show its competitive advantages.
CO408.6	CREATING	Create & Implement a CSR policy in attaining Sustainability development and its impact on various stakeholders.

1. **Corporate Social Responsibility:** Fundamental Concepts, Nature and Significance of CSR.Principles of CSR: Accountability-Transparency-Sustainability. Concept of Charity, Corporate Philanthropy, Difference between Charity and Philanthropy, CSR as a key to business success. CSR as a Marketing and Brandingtool for the businesses, Strategic advantage of CSR, Corporate Citizenship, and Sustainable Business. Other main aspects: CSR and Corporate Governance, Environmental Aspects of CSR. Evolution and Implementation of CSR in India. Best Global Practices of CSR, OECD principles and CSR. **CSR Projects:** Conducting CSR activity by involving students at Institute level.(5 + 1)

2. **CSR Legislations in India:** Section 135 of Companies Act 2013. Scope of CSR, Activities under schedule VII, Leadership and CSR. Identifying the key Stakeholders of CSR, CSR & Triple Bottom Line- 3 aspects (Economic, Social, and Environmental). Role of Public sector, Non Profit Organizations and Local self-Governments in implementation of CSR projects. Contemporary issues andhurdles in CSR. Current Trends and Opportunities in CSR, including a Strategic Business tool for sustainable Development. CSR and Business Ethics, Effect of Globalization on CSR, CSR Funds- Criteria & Policies with legal framework. **Case studies:** Major CSR Initiatives. **Project Work:** Interview of CSR head of any Organization. (5+1)

3. **Introduction to Sustainability & Sustainable Development:** Definition & Concept of Sustainability & Sustainable development, need, importance, education, Philosophical development, Gandhian Thought on Sustainable Development, Sustainable Development and social framework, equitable distribution, difference between sustainable development and green development, criticism, 17-Point charterunder United Nations agenda for Global Peace and Sustainable Development – 2030. Sustainability report. **Stakeholder Impact:** Stakeholders and the power they wield, Reducing socio- environmental costs and risks: managing the downside, driving revenues and creating intangible value: managing the upside. **Cast Study** – Bhutan Case for Inclusive Growth on Environment protection and Reducing carbon footprints, IKEA Company & Sustainability (5+1)

4. **Dimensions of Sustainable Development: (a) Environmental:** Natural Resources & Resource Depletion, Management of human energy consumption, Solid waste generation & waste management, Global Greenhouse

emission, Air & Water Pollution and Climate Change, Ozone Hole NASA report. Understanding ecological "footprint": Eco-tracking, carbon marketing, carbon credits, economics of sustainability, Designing for the environment and 'greening' the supply chain, regulation. **(b) Economic:** Achieving economic growth with minimal Environmental degradation, Nature as an economic externality, economic opportunity, introduction & implementation of inclusive growth models for rural development, Sustainable livelihoods for tribal communities. **(c) Social:** Peace, Security, Social equity & justice, Sustainability and poverty, Human relationship with nature, Human-Nature conflicts, human settlements. **Role of Stakeholders:** Stakeholder's Engagement, Study of business models for sustainable development: Indian & Global perspectives **Role of Volunteers:** Role of NGO's, Industries & citizens' participation in sustainable development **Project:** Prepare a report on how the countries like Sweden, Denmark etc. are achieving the UN sustainable development goals by performing well in Social & economic issues (5+1)

5. **Sustainable Development & Business Ethics: Sustainability reporting:** Triple bottom line reports - The content of sustainability reports (also CSR reports, ESG reports, social and environmental reports) **Social accountability standard - ISO 26000:** Social responsibility guidance standard, Global Compact Principles, Environmental Impact Assessment, Life Cycle Analysis, Social Impact Assessment. **Indian Values and Ethics:** Respect for Elders, Hierarchy and Status, Need for Security, Non – Violence, Cooperation, Simple Living high Thinking, Rights and Duties, Ethics in Work life, Holistic relationship between Man and Nature, Attitudes and Beliefs. **Project:** Student to study the Covid-19/ any other current crisis, do a desk research and submit the report.(5+1)

Suggested Text Books:

1. CSR & Sustainability by Michael Hopkins
2. Corporate Social Responsibility by David Crowther and Guler Aras
3. Corporate Social Responsibility in India by Sanjay K Agarwal
4. Triple Bottom Line Reporting and Corporate Sustainability by S Singh, PHI – Eastern Economy Edition.
5. Ethics, Business & Society Edited by Ananda Das Gupta, Response Books
6. Business Ethics by Crane and Matten, Oxford University Press, 2nd Edition.
7. Business Ethics – An Indian Perspective, by Ronald Francis and Mukti Mishra, TMGH.

Suggested Reference Books:

1. Corporate Social Responsibility in India, Cases and Developments after the legal Mandate, Nayana Mitra and Rene Schmidpeter
2. CSR Strategies-for a competitive edge in emerging markets by Sri Urip
3. The Sustainable Enterprise –Profiting from best practice by Simmons and Simmons, Kogan Page,2nd Edition.
4. Business Ethics – Text and Cases by CSV Murthy, Himalaya Publications, 2nd Revised Edition.
5. Case Studies on Ethics and Corporate Governance Vol I and II, ICFAI Books
6. Target 3 Billion- Innovative Solutions Towards Sustainable Development , A.P.J. Abdul Kalam, Srijan Pal Singh

Websites

www.india.gov.in
<https://www.un.org>

Journals

1. Business & Society
2. Journal of Business Ethics
3. Ethics & Accountability in a Context of Governance & New Public Management

E-Resources

<https://www.youtube.com/watch?v=dy8kit9gnbM>
<https://www.youtube.com/watch?v=47Wtk0sGOng>
<https://www.youtube.com/watch?v=eIPdTts3La4>
<https://www.youtube.com/watch?v=PDyzNBcD2nM>
https://www.youtube.com/watch?v=yv_e1fy3Gsk
<https://www.youtube.com/watch?v=FqyaYljTjEw>

Semester IV		SC – RABM – 04 Rural Marketing – I
2 Credits	LTP:1:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM04.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks, and terms related to the function and role of marketing in Rural areas.
RABM04.2	UNDERSTANDING	DISCUSS the Rural versus Urban Marketing concept and ILLUSTRATE the role that marketing plays in the 'tool kit' of a Rural Marketer
RABM04.3	APPLYING	APPLY the models of consumer behavior in the rural market
RABM04.4	ANALYSING	EXAMINE and LIST different aspects of segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, in the context of rural marketing
RABM04.5	EVALUATING	EVALUATE the challenges of Rural marketing research with different approaches and tools
RABM04.6	CREATING	CREATE a new consumer behavior model on the rural consumer with the help of cases with rural marketing experiences

1. Rural Marketing Opportunities: What is a Rural Market?, Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential.

Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers

2. Rural marketing experiences: Case of HUL – Project Shakti, Case of CFCL – Uttam Bandhan, Case of ITC – e-Choupal, Case of Colgate – Education, Case of HLL – Social Marketing, lessons from experience

3. Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Opinion Leaders, Environmental factors influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption

4. Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research.

5. Selecting and Attracting Markets: Concepts and process, case for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Case Study.

Suggested Text Books:

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH
3. Rural Marketing, Velayudhan, Sage
4. Rural Marketing, Gopaldaswamy, Vikas Publishing house
5. Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House
6. Rural Marketing Text and Cases, S L Gupta, Wisdom Publications

Suggested Reference Book:

1. Singh AK & Pandey S. 2005. Rural Marketing. New Age. Singh Sukhpal. 2004.
2. Rural Marketing. Vikas Publishing House.

Semester IV		SE – RABM – 05 Agri – Entrepreneurship
2 Credits	LTP: 1:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM05.1	REMEMBERING	DEFINE the term rural entrepreneurship and ENUMERATE factors that support women's participation in rural entrepreneurship
RABM05.2	UNDERSTANDING	UNDERSTAND the Process of entrepreneurship, aims, and barriers
RABM05.3	APPLYING	APPLY different ICT in Rural entrepreneurship development.
RABM05.4	ANALYSING	Analyze the importance of IT in rural India and role of entrepreneur in rural development.
RABM05.5	EVALUATING	EVALUATE the rural capabilities, Endowment of Skill sets and Natural resources in rural India
RABM05.6	CREATING	Design the business plan, factors considering rural development & Rural BPO

- 1. Rural Entrepreneurship:** Concept of rural entrepreneurship, Endowment of Skill sets and Natural resources in rural India, aims of rural entrepreneurship, barriers to entrepreneurship in rural India.
- 2. Skill Development:** Process of entrepreneurship, rural applicability, skills required to succeed, Government training programmes and PublicPrivate Partnership
- 3. Women Entrepreneurship:** Primary goals for development, Women's role in economy, factors that support women's participation in rural entrepreneurship.
- 4. ICT and Rural Entrepreneurship:** Rural ICT initiatives, Need to create rural ICT entrepreneurs, how IT is changing rural India, Rural BPO.
- 5. Case study;** Corporate intervention and entrepreneurship Development.

Suggested Text Books:

Entrepreneurship Development – Theories and Practices – By N.P.Singh

Suggested Reference Book:

1. Projects : Profile and process – Vasant Desai
2. Entrepreneurship and echnology – Vasant Desai
3. Economic Environment in Business – By Misra and Puri
4. Women Entrepreneurs – By Deepak Walokar

Semester IV		SE – RABM – 06 Rural Marketing II
2 Credits	LTP: 1:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM06.1	REMEMBERING	DESCRIBE the key terms associated with the Strategies of marketing.
RABM06.2	UNDERSTANDING	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering in both rural and urban markets
RABM06.3	APPLYING	DEMONSTRATE an understanding of Framework of IMC
RABM06.4	ANALYSING	EXAMINE the various distribution Strategies of a real-world marketing offering
RABM06.5	EVALUATING	EXPLAIN the rising organized rural retailing, malls & Government initiatives
RABM06.6	CREATING	DESIGN the Promotion Strategy in rural marketing

1. Product Strategy: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes.

2. Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing strategy – the affordability challenge, rural versus urban, needs integrated approach, pricing for the quality conscious segment, value conscious segment and price conscious segment , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle .

3. Distribution Strategy: Distribution – The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing.

4. Rural Retailing: The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers.

5. Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising.

Suggested Text Books:

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH

Suggested Reference Book:

1. Rural Marketing, Velayudhan, Sage
2. Rural Marketing, Gopaldaswamy, Vikas Publishing house
3. Rural Marketing, Badi and Badi, Himalaya Publishing House

Semester IV		SC – RABM – 04 Rural Marketing – I
2 Credits	LTP:1:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM04.1	REMEMBERING	RECALL and REPRODUCE the various concepts, principles, frameworks, and terms related to the function and role of marketing in Rural areas.
RABM04.2	UNDERSTANDING	DISCUSS the Rural versus Urban Marketing concept and ILLUSTRATE the role that marketing plays in the 'tool kit' of a Rural Marketer
RABM04.3	APPLYING	APPLY the models of consumer behavior in the rural market
RABM04.4	ANALYSING	EXAMINE and LIST different aspects of segmentation, targeting and positioning, marketing environmental forces, consumer buying behavior, in the context of rural marketing
RABM04.5	EVALUATING	EVALUATE the challenges of Rural marketing research with different approaches and tools
RABM04.6	CREATING	CREATE a new consumer behavior model on the rural consumer with the help of cases with rural marketing experiences

1. Rural Marketing Opportunities: What is a Rural Market?, Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential.

Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers

2. Rural marketing experiences: Case of HUL – Project Shakti, Case of CFCL – Uttam Bandhan, Case of ITC – e-Choupal, Case of Colgate – Education, Case of HLL – Social Marketing, lessons from experience

3. Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Opinion Leaders, Environmental factors influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption

4. Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research.

5. Selecting and Attracting Markets: Concepts and process, case for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Case Study.

Suggested Text Books:

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH
3. Rural Marketing, Velayudhan, Sage
4. Rural Marketing, Gopaldaswamy, Vikas Publishing house
5. Rural Marketing in India, Habeeb - ur – Rahman, Himalaya Publishing House
6. Rural Marketing Text and Cases, S L Gupta, Wisdom Publications

Suggested Reference Book:

1. Singh AK & Pandey S. 2005. Rural Marketing. New Age. Singh Sukhpal. 2004.
2. Rural Marketing. Vikas Publishing House.

Semester IV		SE – RABM – 05 Agri – Entrepreneurship
2 Credits	LTP: 1:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM05.1	REMEMBERING	DEFINE the term rural entrepreneurship and ENUMERATE factors that support women's participation in rural entrepreneurship
RABM05.2	UNDERSTANDING	UNDERSTAND the Process of entrepreneurship, aims, and barriers
RABM05.3	APPLYING	APPLY different ICT in Rural entrepreneurship development.
RABM05.4	ANALYSING	Analyze the importance of IT in rural India and role of entrepreneur in rural development.
RABM05.5	EVALUATING	EVALUATE the rural capabilities, Endowment of Skill sets and Natural resources in rural India
RABM05.6	CREATING	Design the business plan, factors considering rural development & Rural BPO

- 1. Rural Entrepreneurship:** Concept of rural entrepreneurship, Endowment of Skill sets and Natural resources in rural India, aims of rural entrepreneurship, barriers to entrepreneurship in rural India.
- 2. Skill Development:** Process of entrepreneurship, rural applicability, skills required to succeed, Government training programmes and PublicPrivate Partnership
- 3. Women Entrepreneurship:** Primary goals for development, Women's role in economy, factors that support women's participation in rural entrepreneurship.
- 4. ICT and Rural Entrepreneurship:** Rural ICT initiatives, Need to create rural ICT entrepreneurs, how IT is changing rural India, Rural BPO.
- 5. Case study;** Corporate intervention and entrepreneurship Development.

Suggested Text Books:

Entrepreneurship Development – Theories and Practices – By N.P.Singh

Suggested Reference Book:

1. Projects : Profile and process – Vasant Desai
2. Entrepreneurship and echnology – Vasant Desai
3. Economic Environment in Business – By Misra and Puri
4. Women Entrepreneurs – By Deepak Walokar

Semester IV		SE – RABM – 06 Rural Marketing II
2 Credits	LTP: 1:1:1	Rural & Agri Business Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
RABM06.1	REMEMBERING	DESCRIBE the key terms associated with the Strategies of marketing.
RABM06.2	UNDERSTANDING	COMPARE and CONTRAST various approaches to pricing for a real world marketing offering in both rural and urban markets
RABM06.3	APPLYING	DEMONSTRATE an understanding of Framework of IMC
RABM06.4	ANALYSING	EXAMINE the various distribution Strategies of a real-world marketing offering
RABM06.5	EVALUATING	EXPLAIN the rising organized rural retailing, malls & Government initiatives
RABM06.6	CREATING	DESIGN the Promotion Strategy in rural marketing

1. Product Strategy: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes.

2. Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing strategy – the affordability challenge, rural versus urban, needs integrated approach, pricing for the quality conscious segment, value conscious segment and price conscious segment , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle .

3. Distribution Strategy: Distribution – The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing.

4. Rural Retailing: The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers.

5. Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising.

Suggested Text Books:

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH

Suggested Reference Book:

1. Rural Marketing, Velayudhan, Sage
2. Rural Marketing, Gopaldaswamy, Vikas Publishing house
3. Rural Marketing, Badi and Badi, Himalaya Publishing House

5 - Implementation of CRM and Future Trends in CRM:

5.1 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

5.2 Emerging trends in CRM, Social CRM, e-CRM, Challenges involved 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 System. **(5+1)**

Suggested Text Books:-

1. Customer Relationship Management – Concepts and Technologies by Francis Buttle, 2nd Edition, Butterworth Heinemann, Elsevier
2. Relationship Management – Text and Cases, S. Shajahan, TMGH.
3. J N Sheth, AtulParvatiyar, G. Shainesh, 2001, Customer Relationship Management, Tata McGraw Hill
4. Customer Relationship Management: Concepts and Cases, Second Edition, Alok Kumar Rai PHI learning Pvt Ltd, New Delhi

Suggested Reference Books:-

1. Handbook of Relationship Marketing by Jagdish Sheth and AtulParvatiyar, Response Books, Sage Publications.
2. Zikmund, McLEOD, Gilbert, Customer Relationship Management
3. Customer Relationship Management- Concepts and Technology, Second Edition, Francis Buttle, Elsevier, Sabre foundation
4. Brown, Stanley A 2001, Customer Relationship Management, John Wiley & Sons
5. Anderson, Kristin , 2002, Customer Relationship Management, Tata McGraw-Hill

Suggested URL:

1. https://swayam.gov.in/nd2_imb20_mg09/

Semester IV	(SE-IL-MKT-14)	410MKT: Rural and Agriculture Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO410MKT.1	REMEMBERING	DEFINE various concepts related to Rural and Agricultural Marketing
CO410MKT.2	UNDERSTANDING	UNDERSTAND the rural consumer buying Behaviour, Rural Marketing Mix, COMPARE Rural and Urban market on different terms, Environment, and Consumer, Industrial and Agriculture Market.
CO410MKT.3	APPLYING	APPLY knowledge and skills of Rural Marketing to design marketing Mix strategies.
CO410MKT.4	ANALYSING	ILLUSTRATE the Rural product, Pricing and Distribution Strategies with modern approach and challenges faced in rural Market and emerging Models in Rural Market.
CO410MKT.5	EVALUATING	EVALUATE the use of ICT in Agriculture Marketing with use of various models in domestic and international Market.
CO410MKT.6	CREATING	BUILD a model for Marketing of Agricultural products by using marketing mix tools

1. Rural Marketing: Introduction, Defining rural markets & rural marketing, rural vs. urban markets, Rural Marketing Environment – PEST analysis, Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size, Rural Infrastructure **(4+1)**

2. Rural Consumer Behaviour & Marketing Research: Characteristics of Rural Consumers, Role of Opinion Leaders, Diffusion of Innovation in Rural Markets, Sources & Type of Secondary Data on Rural markets, Collecting Primary Data in Rural Setting, Segmentation, Targeting & Positioning: Bases of Segmenting Rural Markets, Target Marketing, Coverage of Markets, Positioning in Rural Markets, Rural consumer Buying Process **(6+1)**

3. Rural Product, Pricing and Distribution: Rural Product Categories, Branding in Rural Markets, Problem of Fake Brands, **Pricing Strategy** – special considerations in rural markets ,Credit in rural markets – need, sources & innovative credit delivery systems ,Modern supply chain management approach, Challenges of distribution in Rural markets, Rural Retail System – last mile problem, public distribution system, cooperatives, **Emerging Models in Rural Markets:** Rythu Bazars (Farmers' Markets), Project Shakti, ApniMandi**(6+1)**

4. Introduction to Agricultural Marketing: Definition of Market and agricultural marketing, Understanding Agricultural Markets, Nature & scope, Objectives of Agriculture Marketing, Organizations and functions of agricultural marketing in India. Difference between consumer, industrial and agricultural markets **(4+1)**

5. ICT in Agricultural Marketing: Information and Communication Technology (ICT) tools used in Agricultural Marketing, Market research-Market information service - electronic auctions (e-bay), AGMARKNET, e-Chaupals, Agrimarket, e-NAM, m-krisi, and Domestic and Export market Intelligence Cell (DEMIC) – Market extension, ICT initiatives of NGOs. Role of social media in agricultural marketing. Successful case studies. **(5+1)**

Suggested Text Books:

1. The Rural Marketing Book by PradeepKashyap& Siddhartha Raut
2. A New Approach to Rural Marketing by KaushikSircar
3. Marketing of Agricultural Products by Richard Louis Kohls, Joseph N. Uhl, Person Publication, 9thEdition.
4. Agriculture Marketing in India by S. S. Acharya& N.L. Agarwal , Oxford & IBH Publishing Co. Pvt. Ltd New Delhi, 4thEdition
5. Rural Agriculture & Marketing by S.B. Verma, S.K. Jiloka&Mandal, Deep & Deep Publication Pvt. Ltd.

Suggested Reference Books

1. Rural Marketing – Concepts & Practices by BalramDogra, KarminderGhuman
2. New Perspective in Rural & Agricultural Marketing by Ramkishen Y., Jaico Publishing House , 2ndEdition
3. Introduction to Agribusiness Marketing by George Seperich, Michael Woolverton, James Beierlein, Pearson Education. New Perspective in Rural & Agricultural Marketing by Ramkishen Y., Jaico Publishing House , 2ndEdition.

Semester IV	(SE-IL-MKT-15)	411 MKT: Tourism & Hospitality Marketing
2 Credits	LTP: 1:1:1	Subject Elective (SE) Course – Marketing Management

Course Outcomes: On successful completion of the course the learner will be able to

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO 411 MKT.1	REMEMBERING	DEFINE core Concepts of Tourism and Hospitality industry and IDENTIFY various hospitality and tourism considerations
CO411 MKT.2	UNDERSTANDING	DISCUSS and EXPLAIN various aspects of Tourism and Hospitality Marketing and EXEMPLIFY the various related terms.
CO411 MKT.3	APPLYING	ORGANIZE and APPLY related numerical, pictorial and graphical data and MAKE USE OF them into business information
CO411 MKT.4	ANALYSING	ANALYSE important components of Service quality in Hospitality and Tourism industry and INTEGRATE them for appropriate service delivery through practical applications in the hospitality and tourism industry.
CO411 MKT.5	EVALUATING	CREATE Appropriate segmenting, targeting and positioning strategies and DESIGN marketing mix for hospitality and tourism industry.
CO411 MKT.6	CREATING	FORMULATE overall functioning in hospitality and tourism industry and PROPOSE a blend of legal and customer based strategies to meet customer relationship marketing and face the challenges.

1. **Introduction to Tourism and Hospitality Industry: Introduction to Tourism Industry:** Concept, definition, types and characteristics, Types of Tourists – Components of Tourism Infrastructure – Elements and Characteristics of Tourism Products- Scope of Tourism – Motivation for Tourism- Employment Opportunities in Tourism **Introduction to Hospitality Industry:** Concept– Origin and Growth – definition, types and characteristics, Types of hospitality products – Elements and Characteristics of hospitality Products, Components of Hospitality Infrastructure – Industries related to Hospitality, – Employment Opportunities in Hospitality **Relation of hospitality industry with Tourism:** Factors Affecting Hospitality and Tourism Industry, Customer Based Metrics, Product-Market Based Metrics, Marketing Mix Metrics **(4+1)**

2. **Marketing Mix: Tourism:** Types of tourism- Entertainment, Medical-Eco-Pilgrimage- Agri-Cultural-Sports-Leisure-Theme based, Destination Tourism. Domestic & International Tourism, Packages and Travel bookings, Tour Packaging &

Course Code: IT-22
Course Name: Software Project Management

Credit Scheme			Evaluation Scheme				
Lecture	Practical	Credit	Internal			External	Total
			Written	Practical	Tutorial		
3 Hrs./Week	-	3	10	10	5	50	75

Course Description:

Prerequisite:

Basic Software Engineering process

Course Objectives:

1. To learn process of Software Project Management.
2. To Study role of Project Manager in Project Management.
3. To learn Agile Project Management Framework.
4. To study various role of Agile Team and Tools.
5. To understand project planning and tracking.

Course Outcomes:

Student will be able to

- CO1: Understand the process of Software Project Management Framework and Apply estimation techniques. (Apply)
- CO2: Learn the philosophy, principles and lifecycle of an agile project. (Understand)
- CO3: Demonstrate Agile Teams and Tools and Apply agile project constraints and trade-offs for estimating project size and schedule (Apply)
- CO4: Explain Project Tracking and Interpretation of Progress Report (Understand)
- CO5: Analyze Problem statement and evaluate User Stories (Analyze)

Course Structure:

Sr. No.	Topics Details	Weightage in %	No of Sessions
1	1. Linear Project Management Framework 1.1 Overview of project Management 1.2 Project management life cycle-IEEE Life Cycle 1.3 Project Management Process 1.4 Role of Project Manager 1.5 Quality Metrics 1.6 Risk Management Process (Case Study Based) 1.6.1 Risk Identification 1.6.2 Risk Analysis 1.6.3 Risk Mitigation 1.6.4 RMMM 1.7 Hands on MS Project Tool– Resource	15	6

	<p>Allocation, Scheduling, Gannt chart</p> <p>Note: Case studies based on Risk Management, MS Project tool & Gannt Chart</p> <p>Extra Reading: Different software project management, Types of Risk, Risk Information sheet (RIS), CPM and PERT</p>		
2	<p>2. Linear Software Project Estimation</p> <p>2.1 Different methods of Cost estimation</p> <p>2.1.1 COCOMO-I & II model (Problem Statement)</p> <p>2.1.2 Delphi cost estimation</p> <p>2.2 Function Point Analysis (Problem Statement)</p> <p>2.3 The SEI Capability Maturity Model CMM</p> <p>2.4 Software Configuration management</p> <p>Note: Case studies/Numerical Problems based on COCOMO-I and FPA</p> <p>Extra Reading: KLOC, Rayleigh Curve, Change Management, Configuration management tool - SVN Tool or Redmine</p>	20	8
3	<p>3. Agile Project Management Framework</p> <p>3.1 Introduction and Definition Agile, Agile Project Life Cycle</p> <p>3.2 Agile Manifesto: History of Agile and Agile Principles</p> <p>3.3 Key Agile Concepts:</p> <p>3.3.1 User stories, Story points</p> <p>3.3.2 Product Backlog</p> <p>3.3.3 Sprint Backlog,</p> <p>3.3.4 Sprint Velocity</p> <p>3.3.5 Swim lanes</p> <p>3.3.6 Minimum Viable Product (MVP)</p> <p>3.3.7 Version and Release</p> <p>3.4 Agile Project Management v/s Traditional Project Management</p> <p>Note: Case studies based on agile vs. traditional project</p> <p>Extra Reading: Study Scrum Agile Framework, Agile project management delivery & methodology framework, Software project team management and different team structures</p>	15	10
4	<p>4 Agile Teams, Size and Schedule</p> <p>4.1 Dynamic System Development Method</p>	15	10

	<p>4.2 Value-Driven Development</p> <p>4.3 Team and roles of an Agile Team</p> <p> 4.3.1 Scrum Master</p> <p> 4.3.2 Product Owner</p> <p> 4.3.3 Development Team</p> <p>4.4 Product Vision and Product Roadmap</p> <p>4.5 Project Objective and Key Metrics</p> <p>4.6 Introduction to User Stories</p> <p>4.7 Estimate the Product Backlog</p> <p>4.8 Techniques for estimating Story Points</p> <p>4.9 Plan Product Releases</p> <p>4.10 Product Prioritization</p> <p>Note: Case studies based on Estimation of Product backlog & Story points, design your team and Add screenshots with the caption, Design User stories, log efforts and task in detail</p> <p>Extra Reading: Personnel Management, Release & iteration planning, eXtreme Programming (XP), Values and Principles, Team Dynamics and Collaboration</p>		
5	<p>5.Tracking Agile Project and Reports</p> <p>5.1 Introduction</p> <p>5.2 Plan and Execute Iteration</p> <p>5.3 Facilitate Retrospective, Making Team Decisions and Closing out Retrospective</p> <p>5.4 Agile Reports</p> <p> 5.4.1 Daily Reports</p> <p> 5.4.2 Sprint Burn down Chart and Reports</p> <p>5.5 Benefits of Agile Project Management</p> <p>Note: Case studies based on No. of iterations and Project Report, Sprint Chart</p> <p>Extra Reading: Use of MS Project to track agile project, Agile project management tools, Feature-Driven Development, Agile Metrics</p>	20	5
6	<p>6. Implementation with Agile Tools</p> <p>6.1 Introduction of Agile Tools</p> <p>6.2 Hands on GitHub</p> <p> 6.2.1 Create Project using Kanban</p> <p> 6.2.2 Project Repositories</p> <p> 6.2.3 Continuous Integration</p> <p> 6.2.4 Project Backlog</p> <p> 6.2.5 Team Management</p> <p> 6.2.6 Progress Tracking</p>	15	6

	<p>6.2.7 Releases</p> <p>6.3 Implementation of Problem statement with Agile Tools- GitHub</p> <p>6.3.1 Designing Product Vision, Product Backlog,</p> <p>6.3.2 Sprint Backlog, Estimate Story Points</p> <p>6.3.3 Iteration Release</p> <p>Note: Case study on design of product vision & backlog with features and user stories, Estimation of story points, Design Iteration Plan, Iteration progress and close iteration in detail</p> <p>Extra Reading: Agile modeling, Explore various Agile Tools</p>		
Total:		100	45

List of Practical's (if any)

1. Design Project Management plan template by using MS-Project tool. (Resource allocation, Scheduling, Cost Calculation and Gantt Chart)
2. Create project plan using agile methodologies for the development of web page of Library Management System as a minimum viable product using 3 resources as per sprint planning.
3. Calculate the effort to execute the task and prioritize the task to execute in the current sprint and keep rest of the task in backlog.
4. Demo of the task developed by the developer in the Sprint.
5. Retrospective to discuss about the short coming and improvement of the design and execution of the Sprint task.
6. Check in the developed code in the GitHub repository.

Course References:

Recommended Books:

Text Books:

1. Software engineering principles and practice, McGraw-Hill, Waman S. Javadekar
2. Software Engineering by Pressman
3. Agile Project Management for Dummies, 2nd Edition
4. Coaching Agile Teams: A Comparison for ScrumMasters, Agile Coaches, and Project Managers in Transition, Lyssa Adkins
5. Agile Project Management: Creating Innovative Products (2nd Edition) by Jim Highsmith, Addison-Wesley Professional

Reference Books:

1. Mark C. Layton, Steven J. Ostermiller
2. Agile Estimating and Planning by Mike Cohn Robert C Martin Series
3. Introduction to Software Project Management by Adolfo Villafiorita, CRC Press
4. Agile Project Management with Scrum by Ken Schwaber, Microsoft Press © 2004
5. Agile Project Management QuickStart Guide : The Simplified Beginners Guide to Agile Project Management by ClydeBank Business
6. Agile Product Management with Scrum: Creating Products that Customers Love by Roman Pichler.
7. Scrum Mastery: From Good to Great Servant-Leadership by Geoff Watts
8. Agile Project Management for Dummies by Mark C. Layton
9. The Agile Enterprise: Building and Running Agile Organizations by Mario E. Moreira
10. Scrum: The Art of Doing Twice the Work in Half the Time by Jeff Sutherland
11. Essential Scrum: A Practical Guide to the Most Popular Agile Process by Kenneth S. Rubin
12. Agile Project Management with Kanban By Eric Brechner
13. Agile Constraints: Creating and Managing Successful Projects with Scrum, Multiple authors

Recommended Learning Material:

1. <https://learning.tcsionhub.in/>
2. <https://www.agilealliance.org>
3. <http://www.pmi.org>
4. <https://github.com/topics/kanban>
5. <https://www.opensourcescrum.com/>
6. <https://www.scrum.org/resources>
7. <https://www.tutorialspoint.com/agile/index.htm>
8. <https://www.atlassian.com/agile>
9. <https://www.javatpoint.com/agile>
10. <https://www.guru99.com/agile-testing-course.html>
11. <https://www.visual-paradigm.com/tutorials/agile-tutorial/>

Recommended Certifications:

1. Project Management Professional (PMP)
2. PMI-ACP(Agile Certified Practitioner)
3. Associate in Project Management
4. BVOP Certified Project Manager
5. Certified Associate in Project Management (CAPM)
6. Certified Project Director

7. Certified Project Management Practitioner (CPMP)
8. Certified Project Manager (CPM)
9. Certified ScrumMaster (CSM)
10. CompTIA Project+
11. Master Project Manager (MPM)
12. PRINCE2 Foundation/PRINCE2 Practitioner
13. Professional in Project Management (PPM)
14. Project Management in IT Security (PMITS)
15. APMG International
16. Strategyx Certificate (Associate or Master's) in Agile
17. International Consortium for Agile (ICAgile)
18. Agile Certification Institute
19. Scaled Agile Academy
20. Scrum Alliance
21. Certified Agile Project Manager (IAPM)



Yashaswi Education Society's

Reg No. Maha. : 417/2007/Pune

INTERNATIONAL INSTITUTE OF MANAGEMENT SCIENCE

An ISO 9001 Certified Institute

(Approved by AICTE Ministry of HRD Govt. of India, Recognised by Govt. of Maharashtra
and Affiliated to Savitribai Phule Pune University)

Campus. : IIMS Bldg, S. No. 169/1/A, Opp. Elpro International, Chinchwad, Pune - 411033. Ph.: (020) 27353730/32/33/34, Fax : (020) 27354731
Website. : www.iims.ac.in E-mail : info@iims.ac.in

MCA Open Course Syllabus

Fraud Detection (OC 4) SEMESTER II

Institute has to offer two open courses of 1 credit each per semester to the students from Semester I to Semester III. The motive behind keeping an open course is to make students aware of current/upcoming trends in Information Technology and other domains. Full autonomy is given to the Institute to plan and execute the open courses. It is expected to extend the autonomy to the student also. Care must be taken to consider credit points and necessary contact hours assigned to it while finalizing any open course for the given semester. In each semester total 2 credits are reserved for open courses. The Syllabus of Open Course is designed for 15 Hours.

Dr Ashwini Brahme
MCA HOD

Dr Vandana Mohanty
IQAC Coordinator

Dr Shivaji Mundhe
Director, IIMS



Yashaswi Education Society's

Reg No. Maha. : 417/2007/Pune

INTERNATIONAL INSTITUTE OF MANAGEMENT SCIENCE

An ISO 9001 Certified Institute

(Approved by AICTE Ministry of HRD Govt. of India, Recognised by Govt. of Maharashtra and Affiliated to Savitribai Phule Pune University)

Campus. : IIMS Bldg, S. No. 169/1/A, Opp. Elpro International, Chinchwad, Pune - 411033. Ph.: (020) 27353730/32/33/34, Fax : (020) 27354731
Website. : www.iims.ac.in E-mail : info@iims.ac.in

Sr. No.	Topics Details	No. of sessions
1	Introduction 1.1 Introduction fraud detection 1.2 Importance of fraud detection 1.3 Key techniques in fraud detection	3
2	Types of fraud 2.1 Introduction to different types of fraud 2.2 Mail fraud 2.3 Driver Licence fraud 2.4 Health Care fraud 2.5 Debit and credit card fraud 2.6 Tax Refund fraud 2.7 Voter fraud 2.8 Elder fraud 2.9 Internet fraud 2.10 Don't be victim fraud	5
3	Technical terminologies of fraud 3.1 Introduction to malware 3.2 What does malware do? 3.3 How do malware infections happen? 3.4 Types of malwares 3.3 Virus 3.4 Worms 3.5 A Trojan Horse 3.6 Spyware 3.7 Ransomware 3.8 Rootkit 3.9 A backdoor virus 3.10 Adware 3.11 Key Loggers 3.12 How to detect and predict different types of malwares	4
4	Fraud prevention techniques 4.1 Introduction to key techniques 4.2 Techniques to protect yourself from Fraud. 4.3 Techniques to protect your laptop, computers, network, personal information. 4.4 Dumpster Diving 4.5 Conclusion	3

Course Code: BM-41
Course Name: PPM and OB

Credit Scheme			Evaluation Scheme				
Lecture	Practical	Credit	Internal			External	Total
			Written	Practical	Tutorial		
3 Hrs./Week	-	3	20	-	5	50	75

Course Description:

Course Objectives:

1. This course aims to improve students understanding of Management & human behavior in organization and the ability to lead people to achieve more effectively toward increased organizational performance.

Course Outcomes:

Student will be able to

- CO1: Describe and analyze the interactions between multiple aspects of management. (Understand)
- CO 2: Analyze the role of planning and decision making in Organization (Analyze)
- CO 3: Justify the role of leadership qualities, Motivation and Team Building. (Analyze)
- CO 4: Analyze stress management and conflict management (Analyze)
- CO 5: Describe Personality and Individual Behavior (Understand)

Course Structure:

Unit No.	Topics Details	Weightage in %	No of Sessions
1	1. Management: 1.1. Meaning and Definition 1.2. The need, scope and process of Management 1.3. Managerial levels/Hierarchy 1.4. Managerial functions: Planning, Organizing, Staffing Directing, Controlling 1.5. Types of managers & its Skill: Functional, Specialize, Generalize 1.6. Social responsibility of management	10	4
2	2. Nature & Development of Management Thought: 2.1. Historical perspective 2.2. Evolution of Management: Introduction to Scientific Management by Taylor, Administrative Management by Fayol, Contribution of Peter Drucker 2.3. System approach-with reference to management, organization and MIS 2.4. Contingency approach	10	4

3	<p>3. Decision making:</p> <p>3.1. Introduction</p> <p>3.2. Decision making environment- Decision making under certainty, under uncertainty, under risk</p> <p>3.3. Types of Decision, decision making processes & Tools</p> <p>3.4. Individual Vs Group decision making</p> <p>3.5. Herbert Simon's Model & Principle of Rationality</p> <p><u>Note: Case studies should be covered on this topic</u></p>	10	4
4	<p>4. Organization, Organizational Behavior & Organizational Culture:</p> <p>4.1. Definition and Need for Organization</p> <p>4.2. Introduction to OB, Organizing Process</p> <p>4.3. Organizational structure (Functional organization, Product Organization, Territorial Organization)</p> <p>4.4. Introduction- Development and Levels of Organizational Culture</p> <p>4.5. Types of Corporate Culture</p>	10	4
5	<p>5. Motivation and Leadership:</p> <p>5.1. Concept of Motivation, Benefits to organization and Manager</p> <p>5.2. Maslow's need Hierarchy theory</p> <p>5.3. Herzberg's Motivation- Hygiene Theory</p> <p>5.4. Theory X and Y, Theory Z</p> <p>5.5. Definition, Nature, Qualities of Leader, Leader V/s Manager</p> <p>5.6. Leadership Styles (Autocratic, Participative, Laissez faire or subordinate-centered, Bureaucratic leadership, Transformational leadership, Transactional leadership)</p>	15	7
6	<p>6. Team Building</p> <p>6.1. Concept of Team, Nature, Benefits from team,</p> <p>6.2. Types of Teams</p> <p>6.3. Creating Effective Teams, Turning Individuals into Team Player.</p> <p><u>Note: Case studies should be covered on this topic</u></p>	15	10
7	<p>7. Stress Management and Conflict management:</p> <p>7.1. Work stress: Meaning of stress, Stressors, Sources of Stress, Types of stress</p> <p>7.2. Stress Management strategies</p> <p>7.3. Concept of Conflict, Functional versus Dysfunctional Conflict</p> <p>7.4. Five stage Conflict Process, Types of Conflict (Task Conflict, Relationship Conflict, Process Conflict, Personality Conflict, Intergroup Conflict)</p>	15	7

	7.5. Managing Conflict (Styles for Handling Dysfunctional Conflict, Third-Party Interventions)		
	Note: Case studies should be covered on this topic		
8	8. Personality and Understanding Individual Behavior: 8.1. Introduction, Definition of Personality - Determinants of Personality 8.2. Personality Theories -Personality and Organization 8.3. Personality Structure -Personality and Behavior 8.4. Ego State, Johari window- Transactional Analysis	15	5
	Total:	100	45

Course References:

Recommended Books:

Reference Books:

1. Principles and Practices of Management- Shejwalkar
2. Essential of management- 7th edition Koontz H & Weitrich H TMH
3. Management Today Principles and Practices - Burton & Thakur
4. Mgmt. Principles and Functions - Ivancevich & Gibson, Donnelly
5. Organizational behavior Keith Davis
6. Organizational behavior Fred Luthans TMH 10th edition
7. Organizational behavior Dr. Ashwatthapa THI 7th edition
8. Organizational Behavior - Fred Luthans
9. Organizational Behavior - Stephen Robbins
10. Organizational Behavior - K. Aswathappa (8th revised edition)
11. Business psychology and Organizational Behavior – Eugene McKenna
12. Understanding Organizational Behavior - Udai Pareek
13. Organization Development – Wendell L. French and Cecil H. Bell Jr.



SAVITRIBAI PHULE PUNE UNIVERSITY

(formerly University of Pune)
GANESHKHIND PUNE 411 007

STATEMENT OF MARKS/GRADES FOR MASTER OF BUSINESS ADMINISTRATION (REV.2019) - APRIL 2023

SEAT NO : 39798 CENTRE: 49 PERM.REG.NO: 2052110066

NAME : LODHA RAVINA RAHUL MOTHER : VAISHALI

COLLEGE / SCHOOL : 1180 YASHASWI EDUCATION SOCIETY'S INTERNATIONAL INST.OF

YEAR : APRIL 2023 MANAGEMENT SCIENCES CHINCHWAD

<-- MARKS --> CRE-- GR--

SEM.	NAME OF THE COURSE	INT	UEX	TOT	DITS	ADE	GP
SPECIAL SUB.: BUSINESS ANALYTICS							
1	101 GC-01 MANAGERIAL ACCOUNTING	49	46	95	P	O	030
	102 GC-02 ORGANIZATIONAL BEHAVIOUR ✓	48	50	98	P	O	030
	103 GC-03 ECONOMIC ANALYSIS FOR BUSINESS DECISIONS	48	47	95	P	O	030
	104 GC-04 BUSINESS RESEARCH METHODS	49	48	97	P	O	030
	105 GC-05 BASICS OF MARKETING	48	50	98	P	O	030
	106 GC-06 DIGITAL BUSINESS	48	50	98	P	O	030
	107 GE-UL-01 MANAGEMENT FUNDAMENTALS	-	50	50	P	O	020
	109 GE-UL-03 ENTREPRENEURSHIP DEVELOPMENT	-	50	50	P	O	020
	111 GE-UL-05 LEGAL ASPECTS OF BUSINESS ✓	-	49	49	P	O	020
	113 GE-IL-01 VERBAL COMMUNICATION LAB ✓	48	-	48	P	O	020
	114 GE-IL-02 ENTERPRISE ANALYSIS & DESK RESEARCH ✓	49	-	49	P	O	020
	116 GE-IL-04 MS EXCEL	48	-	48	P	O	020
	191 HUMAN RIGHTS - I ✓	23	-	23	P	O	!
	192 INTRODUCTION TO CYBER SECURITY - I ✓	23	-	23	P	O	!
2	201 GC-07 MARKETING MANAGEMENT	48	35	83	P	A	027
	202 GC-08 FINANCIAL MANAGEMENT	49	40	89	P	A	027
	203 GC-09 HUMAN RESOURCES MANAGEMENT ✓	46	33	79	P	B	024
	204 GC-10 OPERATIONS & SUPPLY CHAIN MANAGEMENT	46	33	79	P	B	024
	205 BA SC-BA-01 BASIC BUSINESS ANALYTICS USING R	47	34	81	P	A	027
	206 BA SC-BA-02 DATA MINING	47	49	96	P	O	030
	207 GE-UL-07 CONTEMPORARY FRAMEWORKS IN MANAGEMENT ✓	-	36	36	P	B	016
	209 GE-UL-09 START UP AND NEW VENTURE MANAGEMENT ✓	-	32	32	P	C	014
	212 GE-UL-12 BUSINESS PROCESS RE-ENGINEERING	-	38	38	P	B	016
	213 GE-IL-08 WRITTEN ANALYSIS AND COMMUNICATION LAB ✓	49	-	49	P	O	020
	220 BA SE-IL-BA-04 TABLEAU	43	-	43	P	A	018
	221 BA SE-IL-BA-05 DATA WAREHOUSING PROJECT LIFE CYCLE MA	45	-	45	P	O	020
	291 HUMAN RIGHTS - II ✓	24	-	24	P	O	!
	292 INTRODUCTION TO CYBER SECURITY - II ✓	24	-	24	P	O	!

CONTINUED.....



Date :- 30 SEPTEMBER 2023 Medium of instruction : English

ST.NO :- 19018

Dr. Mahesh Kakade
Director

Board of Examinations & Evaluation



SAVITRIBAI PHULE PUNE UNIVERSITY

(formerly University of Pune)
GANESHKHIND PUNE 411 007

STATEMENT OF MARKS/GRADES FOR MASTER OF BUSINESS ADMINISTRATION (REV.2019) - APRIL 2023

SEAT NO : 39798 CENTRE: 49 PERM.REG. NO: 2052110066

NAME : LODHA RAVINA RAHUL MOTHER : VAISHALI

COLLEGE / SCHOOL : 1180 YASHASWI EDUCATION SOCIETY'S INTERNATIONAL INST.OF
MANAGEMENT SCIENCES CHINCHWAD

YEAR : APRIL 2023 <-- MARKS --> CRE-- GR--

SEM.	NAME OF THE COURSE	INT	UEX	TOT	DITS	ADE	GP
3	301 GC-11 STRATEGIC MANAGEMENT ✓	42	29	71	P 03	B	024
	302 GC-12 DECISION SCIENCE	49	44	93	P 03	O	030
	303 GC-13 SUMMER INTERNSHIP PROJECT	47	46	93	P 06	O	060
	304 BA SC-BA-03 ADVANCED STATISTICAL METHODS USING R	48	35	83	P 03	A	027
	305 FIN SC-FIN-04 INTERNATIONAL FINANCE	38	25	63	P 03	C	021
	306 GE-UL-13 INTERNATIONAL BUSINESS ECONOMICS ✓	-	34	34	P 02	C	014
	308 GE-UL-15 PROJECT MANAGEMENT	-	32	32	P 02	C	014
	310 GE-UL-17 CORPORATE GOVERNANCE ✓	-	33	33	P 02	C	014
	312 BA SE-IL-BA-06 SOCIAL MEDIA, WEB & TEXT ANALYTICS	42	-	42	P 02	A	018
	313 BA SE-IL-BA-07 INDUSTRIAL INTERNET OF THINGS	41	-	41	P 02	A	018
	315 FIN SE-IL-FIN-12 INDIRECT TAXATION	47	-	47	P 02	O	020
	392 INTRODUCTION TO CYBER SECURITY - III	24	-	24	P 01	O	!
	394 SKILL DEVELOPMENT - I ✓	49	-	49	P 02	O	!
	395 INTRODUCTION TO CONSTITUTION ✓	49	-	49	P 02	O	!
4	401 GC-14 ENTERPRISE PERFORMANCE MANAGEMENT	39	35	74	* 03	B	024
	402 GC-15 INDIAN ETHOS & BUSINESS ETHICS ✓	46	33	79	* 03	B	024
	404 BA SC-BA-06 ARTIFICIAL INTELLIGENCE IN BUSINESS APPLI	42	39	81	* 03	A	027
	404 FIN SC-FIN-06 CURRENT TRENDS & CASES IN FINANCE	45	32	77	* 03	B	024
	407 GE-UL-21 CYBER LAWS ✓	-	30	30	* 02	C	014
	408 GE-UL-22 CORPORATE SOCIAL RESPONSIBILITY & SUSTAINA ✓	-	30	30	* 02	C	014
	411 BA SE-IL-BA-15 WATSON	42	-	42	* 02	A	018
	412 FIN SE-IL-FIN-24 STRATEGIC COST MANAGEMENT	47	-	47	* 02	O	020
	492 INTRODUCTION TO CYBER SECURITY - IV ✓	22	-	22	* 01	A	!
	494 SKILL DEVELOPMENT - II ✓	49	-	49	* 02	O	!
SGPA : (1) 10.00 (2) 8.77 (3) 8.67 (4) 8.25		TOTAL : CREDITS 110 GRADE POINTS 988					

TOT.MARKS: 2717/3200 (84.91%) CGPA: 8.98 RESULT: FIRST CLASS WITH DISTINCTION



Date :- 30 SEPTEMBER 2023 Medium of instruction : English

ST.NO :- 19019

Dr. Mahesh Kakade

Director

Board of Examinations & Evaluation