

डॉ. बाबासाहेब आंबेडकर मराठवाडा विद्यापीठ, छत्रपती संभाजीनगर



परिपत्रक क्रमांक/अभ्यासक्रम विभाग/२४/२०२५

मा. कुलगुरु महोदय यांनी दिलेल्या आदेशान्वये या परिपत्रकाद्वारे सर्व संबंधितांना कळविण्यात येते कि, शैक्षणिक वर्ष २०२४-२५ पासून व्यवस्थापन शास्त्र विभागात सुरु करण्यात आलेल्या Executive MBA या अभ्यासक्रमाच्या द्वितीय वर्षाच्या अभ्यासक्रमात Hospital Management ह्या Specialization या अभ्यासक्रमाचा समावेश करून प्रथम ते चतुर्थ सत्राच्या अभ्यासक्रमास दिनांक २१/ ०७ / २०२५ रोजी झालेल्या विद्यापरिषदेत खालील प्रमाणे ठराव पारित झालेला आहे.

“सद्यस्थितीत सुरु असलेल्या Executive MBA अभ्यासक्रमात Hospital Management ह्या Specialization या अभ्यासक्रमाचा समावेश शैक्षणिक वर्ष २०२४-२५ पासून लागू करण्यास मान्यता दिलेली आहे.”

सर्व संबंधितांनी याची नोंद घेऊन सर्व विद्यार्थी, अध्यापक व शिक्षकेतर कर्मचारी यांच्या निदर्शनास आणून द्यावे.

विद्यापीठ प्रांगण,
छत्रपती संभाजीनगर-४३१००४..

संदर्भ क्र.अभ्यासक्रम वि./२०२५

दिनांक: १२/ ०९/ २०२५

1531-32

उपकुलसचिव
अभ्यासक्रम विभाग

याची एक प्रत:-

- १) प्राचार्य, सर्व संलग्नीत महाविद्यालये, डॉ. बाबासाहेब आंबेडकर मराठवाडा विद्यापीठ, औरंगाबाद.
- २) संचालक, परीक्षा व मुल्यमापन मंडळ, राजश्री शाहु महाराज परीक्षा भवन,
डॉ. बाबासाहेब आंबेडकर मराठवाडा विद्यापीठ, औरंगाबाद.
- ३) कक्ष अधिकारी, वाणिज्य विभाग, राजश्री शाहु महाराज परीक्षा भवन,
डॉ. बाबासाहेब आंबेडकर मराठवाडा विद्यापीठ, औरंगाबाद.

REGULATIONS SPECIFIC TO EXE. M.B.A. PROGRAMME

(Industry Embedded)

IN

UNIVERSITY DEPARTMENT OF

MANAGEMENT SCIENCE



Dr. Babasaheb Ambedkar Marathwada University,

Chhatrapati Sambhajinagar

(2024-25)

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1. INTRODUCTION: Exe.MBA (Industry Embedded)

Executive - Masters of Business Administration is an Industry Embedded Post- graduate degree program specifically designed for working professionals, administrators & entrepreneurs from various fields. Exe. MBA enables the students to earn academic credentials while continuing to hold their existing jobs, profession etc. Exe. MBA Program is comprised of a blended classroom teaching in evenings, on week-ends, online classes & tutorials, learnings from specified sources of online platforms etc. for effective learnings. The said program lasts for 24 months duration. On completion of the Exe.MBA Program working professionals are better equipped to apply the management techniques & best practices to real-life situations.

2. ELIGIBILITY FOR ADMISSION:

- a. Candidates shall have passed any Bachelor's degree examination of any recognized University with not less than 50% (45 % for SC/ST category belonging to Maharashtra State only) in any discipline recognized by the Association of Indian Universities.
- b. In addition to the graduate degree, Candidate must have minimum work experience of 3 years at Administrative/Professional/ Managerial level in Private or Public Sector Undertakings, in and around the Chh Sambhajinagar Region. Entrepreneurs with business experience of 3 years are also eligible for admission. Candidate must submit a letter from the organisation where the candidate is serving, stating that candidate has three years of work experience.
- c. The admissions to the Exe. MBA program would be based on the successful completion of the Entrance Test conducted by the Department.
- d. The mode of study for the Exe. MBA program shall be Part-Time basis/on Weekends in blended mode and also the program learning comprises online courses from suggested learning platforms. The Executive MBA course shall be of two years consisting of Four Semesters. Duration of each semester shall be of 15 weeks from the date of the commencement of the semester.
- e. A limited number of admissions are offered to Foreign Nationals and Indians Living Abroad in accordance with the rules applicable for such admission, issued from time to time.
- f. If, at any time after admission, it is found that candidate had not in fact fulfilled all the requirements stipulated in the offer of admission, in any form whatsoever, including possible misinfor mation etc., this matter shall be reported to the respective committee, recommending revoking the admission of the candidate.

- g. The institute reserves the right to cancel the admissions of any student and ask him to discontinue his studies at any stage of his career on the grounds of unsatisfactory academic performance, in discipline or any misconduct.
- h. The admissions will be as per norms laid down by the Departmental Committee

3. DURATION

The duration of study shall be a minimum of 2 years and maximum of 4 years from the date of admission.

4. ADMISSION / PROMOTION CRITERIA

If candidate gets selected for UDMS Exe.MBA course through due admission process, he/she has to apply on the application form of the University provided with the prospectus. Once the candidate is admitted to the Exe. MBA course, the student will be promoted to next semester, with full carry on; subject to the registration of candidate in every consecutive semester. Dropout student will be allowed to register for respective semesters and when the concerned courses are offered by the Department, subject to the condition that his/her tenure should not exceed more than twice the duration of Exe.MBA course from the date of first registration at UDMS. The admission of respective student will automatically get cancelled if he/she fails to complete the course in maximum period. (Four years/Eight Semesters)

5. MEDIUM OF INSTRUCTION:

The medium of instruction shall be in English.

6. CREDITS AND DEGREES

- i. A candidate who has completed all the requisite courses and Project work as prescribed and approved by the University for the Exe. MBA program with prescribed CGPA shall be eligible to receive the degree.
- ii. One Credit shall mean one teaching period of one hour per week for one semester (of 15 weeks) for theory courses

7. COURSES

The E-MBA program comprises of

- i. Core Course: A core course is a course that a candidate admitted to particular P.G. program must successfully complete to receive the degree.

- ii. Elective Course: Elective courses as identified by the departmental committee are the options available as part of specialization. It means these courses are Given to the candidate as optional from which he/she has to opt for specialization.
- iii. Each course shall have a unique alpha numerical code. For eg. MANE 402 Accounting for Managers
Here,
 MAN means Management Science
 E means Exe. MBA course
 402 means Subject Code
- iv. The departmental committee shall design the core and elective courses including the detailed syllabus for this Exe. MBA program offered by the department. The department committee shall have the freedom to introduce new courses and / or to modify / redesign existing courses and replace any existing course with a new course to facilitate better exposure and training for the candidates.

8. EVALUATION SCHEME

- i. Each 4 Credit theory course will be of 100 Marks and be divided in to Internal Examination (Sessional) of 40 Marks and Semester End Examination of 60 Marks. (i.e. 40+60=100).
- ii. Each 2 Credit theory course will be of 50 Marks and be divided in to Internal Examination (Sessional) of 20 Marks and Semester End Examination of 30 Marks. (i.e. 20+30=50).
- iii. The Internal Evaluation shall be done on the basis of weekly exams, assignments, fieldwork, seminars, review writing etc.
- iv. **Semester End Examination Evaluation Scheme**
 - English shall be the medium of instruction and examination.
 - Examination shall be conducted at the end of each semester as per the academic calendar notified by department it self.
The Semester End Examination theory question paper will have two parts (**10 +50=60**) Marks for 4 Credit/100 marks course and (**05 +25 =30**) Marks for 2 Credit/ 50 marks paper.
- v. Separate Passing for both Internal and External Evaluations (Examinations) of every course is compulsory.
- vi. Minimum and Separate Passing Percentage for both Internal and External Evaluations (Examinations) is 40%.
 - a) **For Project Work:**
 - i. Industry Embedded Project work in semesters I and II shall be based on the subjects being pursued in respective semesters.

- ii. Industry Embedded Case Study Development/ Analysis in semester III shall be on the elective being pursued in semester III.
- iii. The Final Project work in Semester IV is in the form of a Capstone Project aimed at preparing the students, to apply the professional knowledge thus gained, to real-world scenarios and problems. The Capstone Project shall be carried out in the organization where they are currently employed & hence, solutions can be provided, documented, and presented for variety of problems at the workplace.
- iv. Project work in each semester would be monitored by a Project Guide from the Department whereas in the Fourth Semester Final Project, a mentor from the respective organization would also be the external guide under whose supervision, the student shall undertake the Final Project. The evaluation of the Final Project would be a crucial part of the assessment. The schedule and the components of the Final Project are as under

Sr.No.	Particulars	Date
1.	Synopsis Submission	As per UDMS Schedule.
2.	First Review	
3.	Second Review	
4.	Third Review	
5.	Final Review	
6.	Documentation / Report As per format	
7.	Submission of Report	
8.	Final Examination (Project Viva)	

- v. Every submission of Final Project carries marks for the assessment. The student will be expected to make a presentation/viva-voce of the project work towards the end of the respective semester.
 - vi. Out of aggregate 550 marks assigned to the final project report (Fourth Sem), 300 Marks are assigned to the concerned guide from the industry and 250 Marks are assigned to the Departmental Project Guide. Further the project report, presentation and viva-voce will be evaluated jointly by the internal and external examiner.
 - vii. Two typed copies of Project Report shall be submitted by the candidate to the concerned teacher for Evaluation.
- b) At the end of each semester the Committee of Department shall assign grades to the students and will prepare the result. Also, the Department will display the grade points and grades for the notice of students.

- c) Every student shall have the right to scrutinize answer sheets of mid semester/semester end examinations and seek clarifications from the faculty regarding evaluation of the sheets as per Grievance Schedule.

9. Structure of E – MBA Program under CBC & GS

Sem	Course	Ref. No	Subject title	Credit	No. of Hrs. per Sem	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
I	Core Courses	MANE401	Organizational Management&Behavior	4	60	3	40	60	100
		MANE402	AccountingforManagers	4	60	3	40	60	100
		MANE403	Managerial Economics	4	60	3	40	60	100
		MANE404	BusinessStatisticsand Research Methodology	4	60	3	40	60	100
		MANE405	Legal Aspects of Business	4	60	3	40	60	100
	Embedded course	MANE551	Industry Embedded Project-1	2	30	-	50	-	50
			Total	22	330		250	300	550

Sem	Course	Ref. No	Subjecttitle	Credit	No. of Hrs. per Sem	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
II	Core Courses	MANE406	Financial Management	4	60	3	40	60	100
		MANE407	Human Resource Management	4	60	3	40	60	100
		MANE408	Production&Operations Management	4	60	3	40	60	100
		MANE409	Marketing Management	4	60	3	40	60	100
		MANE410	BusinessAnalytics	4	60	3	40	60	100
	Embedded course	MANE552	Industry Embedded Project-2	2	30	-	50	-	50
			Total	22	330		250	300	550

Sem	Course	Ref. No	Subjecttitle	Credit	No. of Hrs. per Sem	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Courses	MANE501	Business Policies and Strategic Analysis	4	60	3	40	60	100
		MANE502	Business Environment	4	60	3	40	60	100
	Specialization- Finance/Marketing/Human Resource Mgmt/Production and Operations/Hospital Administration								
	Elective Courses as per specialization (Any three)	*# Given in the following table	Elective Course I	4	60	3	40	60	100
			Elective Course II	4	60	3	40	60	100
			Elective Course III	4	60	3	40	60	100
		MANE553	Industry Embedded Case Study	2	30	-	50	-	50
		Total		22	330		250	300	550

*Table showing Electives as per specialization.

Any three elective courses are to be pursued from the options mentioned from the respective specialization. The said electives are to be undertaken in online mode from SWAYAM/MOOC any other Online Platform in consultation and prior approval from the Program Coordinator. There will be no contact classes for these courses at UDMS and the student will have to solely rely on online platform for the classes and evaluation. At the end of the semester, the student has to show the credit certificate issued by the online platform (eg. Swayam, etc.) For getting due credit at the department.

Specialization-**Finance**

Sem	Course	Ref. No	Subjecttitle	Credit	No. of Hrs. per Sem/Min 3m Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (Finance) (Any three)	MANE503F	Money & Banking	4	60 -02	3	40	60	100
		MANE504F	Working Capital Management	4	60 -02	3	40	60	100
		MANE505F	Corporate Taxation	4	60 -02	3	40	60	100
		MANE506F	Investment Management	4	60 -02	3	40	60	100
		MANE507F	Financial Decision Analysis	4	60 -02	3	40	60	100
		MANE508F	Financial Services	4	60 -02	3	40	60	100

Specialization-Marketing

Sem	Course	Ref. No	Subjecttitle	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
III	Core Course (Marketing) (Any three)	MANE503M	ConsumerBehavior	4	60 -02	3	40	60	100
		MANE504M	Advertising Management	4	60 -02	3	40	60	100
		MANE505M	Industrial Marketing	4	60 -02	3	40	60	100
		MANE506M	Brand Management	4	60 -02	3	40	60	100
		MANE507M	Sales& Distribution	4	60 -02	3	40	60	100
		MANE508M	Digital Marketing	4	60 -02	3	40	60	100

Specialization-Human ResourceManagement

Sem	Course	Ref. No	SubjectTitle	Credit	No. of Hrs. per Sem/ Minim Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal	End Sem Exam	
	Core Course (AnyThree)	MANE503H	Management of Industrial Relations	4	60 -02	3	40	60	100
		MANE504H	Human Resource Planning & Development	4	60 -02	3	40	60	100
		MANE505H	Training and Development	4	60 -02	3	40	60	100
		MANE506H	Performance Management	4	60 -02	3			
		MANE507H	HRD Strategies and Systems	4	60 -02	3	40	60	100
		MANE507H	Cross Culture and Global HRM	4	60 -02	3	40	60	100

Specialization-Production & Operations

Sem	Course	Ref. No	Subjecttitle	Credit	No. of Hrs. perSem/Min Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Intern al	End Sem Exam	
III	Core Course (P&O) (Any three)	MANE503P	Production Planning & Control	4	60 -02	3	40	60	100
		MANE504P	Purchasingand Materials Management	4	60 -02	3	40	60	100
		MANE505P	Service Operations Management	4	60 -02	3	40	60	100
		MANE506P	Applied Operation Research	4	60 -02	3	40	60	100
		MANE507P	Logistics Management	4	60 -02	3	40	60	100
		MANE508P	World Class Manufacturing	4	60 -02	3	40	60	100

Specialization-Hospital *MANAGEMENT*

Sem	Course	Ref. No	Subjecttitle	Credit	No. of Hrs. perSem/Min Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Intern al	End Sem. Exam	
III	Core Course (H & Hmgt.) (Any three)	MANE503HH	Medical Management of Hospital & Health Care services	4	60 -02	3	40	60	100
		MANE504HH	Support Services for Hospital & Health Care services	4	60 -02	3	40	60	100
		MANE505HH	Marketing & IT Management of Hospital & Health Care services	4	60 -02	3	40	60	100
		MANE506HH	Laws related to Hospital& Health Care services	4	60 -02	3	40	60	100
		MANE507HH	Human Resource & Financial Management Hospital & Health Care services	4	60 -02	3	40	60	100
		MANE508HH	Quality Management in Hospitals	4	60 -02	3	40	60	100

SEMISTER IV

Sem	Course	Ref. No	SubjectTitle	Credit	No. of Hrs. per Sem/Minm Assessment/ Tutorial	Exam Hrs.	Marks		Total
							Internal assessment	External	
IV	Industry Embedded Project	MANB553	IECP	22	-	--	250	300	550
			Total	22	-				
GRAND TOTAL (I +II +III +IV Semesters)				88			1000	1200	2200

10. Program Learning Objective of an MBA (Executive) Program:

- (a) To give opportunity to executives/entrepreneurs / Professionals in Pune and surrounding regions to have management education.
- (b) To impart executives with the necessary knowledge, skills, values and attitudes to occupy managerial and administrative positions in business, industry, public systems and the government.
- (c) To impart to the students the latest and relevant knowledge from the field of management theory and practice.
- (d) To provide opportunities to the participants, within and outside the institutions, to develop necessary managerial aptitude and skills.
- (e) To develop executives effectively for managerial and administrative leadership positions.

11. PROGRAM COORDINATOR

The Exe.MBA program will be monitored by the Program Coordinator designated for the program.

12. GRIEVANCE REDRESSAL SCHEME

The University shall form a Grievance Redressal Committee for this course in UDMS with the course teacher and HOD, which shall solve all grievances relating to the Assessment of the student.

13. GRADE AWARDS

- i. To pass the examination following credit-based grading system should be followed. A ten-point rating scale shall be used for evaluation of the performance of the student to provide a Letter Grade for each course and an overall grade for this course. Grade points are based on the total number of marks obtained by him/her in all the heads of the examination of the course. These grade points and their equivalent range of marks are shown separately in the following:

Table-I: Ten-Point grades and grade description

Sr. No.	Equivalent Percentage	Grade points for SGPA and CGPA	Grade	Grade Description
1.	90 – 100	9.00 – 10	O	Outstanding
2.	80 – 89.99	8.00 – 8.99	A++	Excellent
3.	70 – 79.99	7.00 – 7.99	A+	Exceptional
4.	60 – 69.99	6.00 – 6.99	A	Very Good
5.	55 – 59.99	5.50 – 5.99	B+	Good
6.	50 – 54.99	5.00 – 5.49	B	Fair
7.	45 – 49.99	4.50 – 4.99	C+	Average
8.	40 – 49.99	4.00 – 4.49	C	Below Average
9.	40	4.00	D	Mere Pass
10.	Below 40	0.00	F	Fail

ii. **Table-II: Classification for the degree is given as follows**

Classification	Overall letter grade
First Class with distinction	<i>A+ and above</i>
First Class	<i>A</i>
Higher Second Class	<i>B+</i>

Second Class	<i>B</i>
Third Class	<i>C+ to D</i>
Fail	<i>F</i>

- iii. Nonappearance in any examination (i.e. Internal Tests/End Semester Examination/Practical/Seminar/Project Viva-voce) shall be treated as the student being absent for the examination. Minimum D grade shall be the limit to clear /pass the course/subject. A student with F grade will be considered as 'failed' in the concerned course and he/she has to clear the course by reappearing in the next successive semester examinations.
- iv. ***There will be no revaluation or recounting scheme under this system.***
- v. Using table – I, Semester Grade Point Average (SGPA) and then Cumulative Grade Point Average (CGPA) shall be computed. Results will be announced at the end of each semester and a Cumulative Grade Card with CGPA will be given on completion of the course.

14 COMPUTATION OF SGPA (SEMESTER GRADE POINT AVERAGE) & CGPA (CUMULATIVE GRADE POINT AVERAGE)

The computation of SGPA and CGPA will be as below:

- i. Semester Grade Point Average (SGPA) is the weighted average of points obtained by a student in a semester and will be computed as follows:

$$\text{SGPA} = \frac{\text{Sum (Course Credit * Number of Points in concern course gained by the student)}}{\text{Sum (Course Credit)}}$$

The SGPA for all the six semesters will be mentioned at the end of every semester.

- ii. The Cumulative Grade Point Average (CGPA) will be used to describe the overall performance of a student in all semesters of the course and will be computed as follows:

$$\text{CGPA} = \frac{\text{Sum (All Four semester SGPA)}}{\text{Total number of semesters}}$$

The SGPA and CGPA shall be rounded off to the second place of decimal.

15 RULE FOR OFFERING ELECTIVES

The minimum number of students required for offering an Elective/Specialization shall be a batch of a minimum of 5 students. In case the batch size is less than 5, students shall study in self-study mode.

16 GRADE CARD

The University shall issue a Grade Card for the student, containing the grades obtained by the student in the Previous semester and his Semester Grade Point Average (SGPA)

The gradecard shall list:

- (a) The title of the courses along with code.
- (b) The credits associated with the course,
- (c) The grade and grade points secured by the student,
- (d) The total credits earned by the student in that semester.
- (e) The SGPA of the student,
- (f) The total credits earned by the students till that semester and
- (g) The CGPA of the student (On Successful Completion of Programme).
- (h) Cumulative Grade Card

The grade card issued on completion of the program shall contain the name of the program, the department/school offered the program, the titles of the courses taken, the credits associated with each course, grades awarded, the total credits earned by the student, the CGPA and the class in which the student is placed

17.GENERAL CLAUSE

It may be noted that beside the above specified rules and regulations, all the other rules and regulations in force and applicable to semester system in post-graduate courses in Dr. BabasahebAmbedkarMarathwada University will be applicable as amended from time to time by the University. The students shall abide by all such Rules and Regulations.

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

SemesterI	MANE401	Organizational Management & Behaviour
Credits 4	LTP: 2:2:0	Discipline Specific Core

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1401	UNDERSTAND	Comprehend and recall the roles played by managers in organizations, as well as the ories that pertain to the ideal Management roles
CO2401	APPLY	Illustrate how organizational management and control in Companies is established.
CO3401	EVALUATE	Illustrate how organizational management and control in Companies is established.
CO4401	ANALYSE	Support skills needed for group collaboration and conflict resolution.
CO5401	ANALYSE	Develop in sight into business culture and make preparations to Be adaptive to fit in organizations.

Unit1	Fundamentals of Management: Meaning, Definition, Nature, Scope&Significance, Functions. Levels of Management, Skills, matrix, Managerial Roles. Evolution of various management thoughts. ClassicalApproach-Scientific, Bureaucracy, Administrative Management Theory. NeoClassicalApproach-Behavioural, Human Relation. ModernApproach-Systems, Contingency view points.
Unit2	IndividualLevel ofOB- Foundations of Behaviour, Introduction to organizational behaviour. Attitudes-Definition, Natureand Characteristics. Formation, ABC Model Personality-Characteristics, Theories of personality. Sigmund Freud-Psychoanalytic Theory. Carl Jung Theory of Personality. Perception-Definition, Meaning, Process, Distortion, Selectivity; Factors influencing Perception, Errors in perception.

Unit3	Individual Level Analysis-II Learning-Need and Importance Principles of Learning Classical Conditioning Operant Conditioning Social Learning Motivation-Meaning&Framework Maslow's Need Hierarchy, Herzberg's Two Factor Theory X&Y Theory, Values-Importance&Types
Unit4	GroupFormation-Types,StagesofFormation Conflict Management Leadership-Importance, Styles Power & Politics Communication-Process&Barriers
Unit5	Organizational Structures, Factors affecting structures- centralization of power, work specialization, departmentalization, chain of command, span of control and formalization. OrganizationalCultures: Origin, Conceptand types, Creating and maintaining cultures, Diversity, Equity and Inclusivity. Stress Management: Concept, Prevention and stress management; Worklifebalance, QualityofWorkLife (QWL), mindfulness.

SuggestedReferenceBooks:

- 1) P. C. Tripathi (2000); Principles of Management, Reddy, (5th ed.) Tata McGraw Hill Pvt.Ltd.
- 2) Dr.ManmohanPrasad(1998).ManagementConcepts&Practices(4thed.).Himalaya Publishing House.
- 3) DruckerP.F.(1954).ThepracticeofManagement(1sted.)Harper &Row
- 4) FredLuthans(2008)-OrganizationalBehaviour(11thed.). McGraw-Hill
- 5) RobbinsS.P.&CoulterM. (2002). Management(7thed). PrenticeHall
- 6) StephenRobbins(2018)OrganizationalBehaviour(5thed.)PearsonEducation Ltd.
- 7) K.Aswhappa(2016).OrganizationalBehaviour(6thed.).HimalayaPublishing House.
- 8) P. Subba Rao (2018). Management and Organization Behaviour (4th ed.), Himalaya Publishing House.

Semester I	MANE 402	Accounting For Managers
Credits 4	LTP: 2:2:0	Discipline Specific Core

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1402	REMEMBERING	DESCRIBE the basic concepts related to Accounting, Financial Statements, Cost Accounting, Marginal Costing, Budgetary Control and Standard Costing
CO2402	UNDERSTANDING	EXPLAIN in detail, all the theoretical concepts taught through the syllabus.
CO3402	APPLYING	PERFORM all the necessary calculations through the relevant Numerical problems.
CO4402	ANALYSING	ANALYSE the situation and decide the key financial as well as non-Financial Elements involved in the situation.
CO5402	EVALUATING	EVALUATE the Financial impact of the decisions undertaken.

Unit1	Basic Concepts: Forms of Business Organization. Meaning and Importance of Accounting in Business Organization, Basic concepts and terms used in accounting, Capital & Revenue Expenditure, Capital & Revenue Receipts, Users of Accounting Information. Accounting Concepts and Conventions, Fundamental Accounting Equation, Journal, Ledger and Trial Balance.
Unit2	Financial Statements: Meaning of Financial Statements, Importance and Objectives of Financial Statements. Preparation of Final Accounts with simple adjustments.
Unit3	Cost Accounting: Basic Concepts of Cost Accounting, Objectives, Importance and Advantages of Cost Accounting, Cost Centre, Cost Unit, Elements of Cost, Classification and Analysis of Costs, Relevant and Irrelevant Costs, Differential Costs, Sunk Cost, Opportunity Cost, Preparation of Cost Sheet.
Unit4	Marginal Costing: Meaning, Principles, Advantages and Limitations, Contribution, P/V Ratio, Break-Even Point (BEP), Cost Volume Profit (CVP) Analysis, Short Term Business Decisions—Product Mix Decisions, Make or Buy (Outsourcing) Decisions, Accept or Reject Special Order Decisions, Shutting Down Decisions.
Unit5	Budgetary Control & Standard Costing: Budgetary Control: Meaning of Budget and Budgeting, Importance, Advantages and Disadvantages, Functional Budgets—Raw Material Purchase & Procurement Budget, Cash Budget and Flexible Budget. Standard Costing: Meaning, Importance, Advantages and Disadvantages, Cost Variance Analysis

Suggested Reference Books:

1. Financial Cost and Management Accounting, P. Periasamy
2. Financial Accounting for Management, Shankarnarayanan Ramanath, CENGAGE Learning
3. Accounting For Management, S.N. Maheshwari
4. Financial Accountingfor Managers, Sanjay Dhamija, Pearson Publications
5. Accounting For Management, JawaharLal
6. Accounting, ShuklaGrewal
7. Management Accounting, RaviKishore
8. Accounting for Managers, Dearden and Bhattacharya

Semester I	MANE403	Managerial Economics
Credits 4	LTP: 2:2:0	Discipline Specific Core

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1403	REMEMBERING	DEFINE the keyterms in Economics.
CO2403	UNDERSTANDING	EXPLAIN the key terms in Economics, from a managerial perspective.
CO3403	APPLYING	IDENTIFY the various issues in an economics context and DEMONSTRATE the significance from the perspective of business decision making.
CO4403	ANALYSING	EXAMINE the inter-relationships between various facets of Managerial Economics from the perspective of a consumer, firm, industry, market, competition and business cycles.
CO5403	EVALUATING	DEVELOP critical thinking based on Principles for informed business decision making.
CO6403	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.

Unit 1	Managerial Economics: Basic Concepts & Principles of Economics, Firm & Theories of Firm
Unit 2	Utility & Demand Analysis: Utility– Meaning, Analysis & Measurement, Law of Diminishing Marginal Utility. Indifference Curve, Consumer's Equilibrium & Consumer Surplus. Demand –Concept, Types, Determinants, Laws, Elasticity & Its uses, Exceptions etc. Demand Forecasting: Introduction, Meaning, Levels, Criteria & Methods of Demand Forecasting.
Unit 3	Supply: Introduction, Meaning, Law of Supply, Exceptions, Changes or Shifts in Supply. Elasticity of Supply Factors Determining Elasticity of Supply, Importance etc. Market Equilibrium and Changes in Market Equilibrium. Production Analysis: Introduction, Meaning, Function & Cost of Production. Cost Analysis: Function, Types, Economies of Scale, Cost-Output Relationship
Unit 4	Revenue Analysis and Pricing Policies: Introduction, Meaning and Types, Objectives of Pricing Policies, Cost plus Pricing. Marginal cost pricing. Cyclical Pricing. Penetration Pricing. Price Leadership, Price Skimming. Transfer Pricing. Relationship between Revenues and Price Elasticity of Demand, Market and Market Structures, Break Even analysis, Profit Policy, Profit Forecasting. Need for Government Intervention in Markets. Price Controls. Support Price. Preventions and Control of Monopolies. System of Dual Price.

Unit 5	Consumption & Investment Function: Introduction, Marginal Efficiency of Capital and Business Expectations, Multiplier, Accelerator. Business Cycle: Introduction, Meaning and Features. Theories of Business Cycles, Measures to Control Business Cycles. Macro-Economic Aspects: National Income Money Supply and Inflation.
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Suggested Text Books:

1. Managerial Economics, Geetika, Purba Roy & Chaudhary, TMH, New Delhi.
2. Managerial Economics, D. Salvatore, McGraw Hill, New Delhi.
3. Managerial Economics, Pearson and Lewis, Prentice Hall, New Delhi.
4. Managerial Economics, G.S. Gupta, TMH, New Delhi.
5. Managerial Economics, Mote, Paul and Gupta, TMH, New Delhi.

Suggested Reference Books:

1. Managerial Economics-Analysis, Problems and Cases, P.L. Mehta, Sultan Chand Sons, New Delhi.
2. Managerial Economics, Varshney and Maheshwari, Sultan Chand and Sons, New Delhi.
3. Managerial Economics, D.M. Mithani
4. Managerial Economics by H L Ahuja, S Chand & Co. New Delhi.

Semester I	MANE 404	Business Statistics & Research Methodology
Credits 4	LTP: 2:2:0	Discipline Specific Core

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1404	REMEMBERING	DESCRIBE the essential concepts like data types, central tendency, and variability.
CO2404	UNDERSTANDING	SUMMARIZE and visualize business data using measures like mean, median, mode, and standard deviation.
CO3404	APPLYING	APPLY statistical tests (t-tests, z-tests, and chi-square test) for Business decision-making.
CO4404	ANALYSING	ANALYSE and interpret simple regression models to predict business outcomes.
CO5404	EVALUATING	EVALUATE and Design surveys, select samples, analyse data to Address business problems.
CO6404	CREATING	INFER data analysis results and present insights to stakeholders to inform business decisions.

Unit1	Introduction, Importance of Business Statistics and Research Methodology, Overview of Data: Variables in data and their Types, overview of Data Tools: A Brief Introduction to MS Excel and Python.
Unit2	Descriptive Statistics: Central Tendency and Dispersion, Central Tendency: Mean, Median, Mode. Dispersion: Range, Variance, Standard Deviation. Business Applications: Summarizing customer data, sales trends.
Unit3	Data Description and Visualization, Methods of Data Collection: Primary vs. Secondary, Data Cleaning and Organization, Tools for Visualization: Charts, Graphs, Histograms, Box plots.
Unit4	Introduction to Probability: Basic Probability Concepts and Types. Probability Distributions: Binomial, Poisson, and Normal. Business Examples: Risk assessment, forecasting demand.
Unit5	Inferential Statistics: Hypothesis Testing, Null and Alternative Hypotheses, Significance Levels, p-values, and Errors, Tests: z-test, t-test, chi-square test. Business Applications: Assessing product performance.
Unit6	Inferential Statistics: Regression Basics, Simple Linear Regression: Concepts, interpretation, and assumptions. Correlation vs. Causation. Business Examples: Predicting sales based on advertising spend. Introduction to Multivariate Data Analysis

Unit7	Research Methodology Fundamentals, Quantitative and Qualitative Research Methods. Steps in Research: Formulating research problem, setting objectives. Sampling Methods and Techniques. Questionnaire Design and Data Collection. Basics of Report Writing and Presentation. Quality and Criteria of Good Research
Unit8	Case Studies and Applications, Practical sessions on business problems., Group activities: Designing surveys, analyzing real-world datasets.
Unit9	Capstone Project Integrative project where students analyse a dataset and present findings to synthesize learning from all topics, reinforcing a comprehensive understanding of the course content.

Suggested Reference Books:

1. Business Statistics, J.K. Sharma; Pearson Education India.
2. Fundamentals of Business Statistics, S.C. Gupta and Indra Gupta; Sultan Chand and Sons.
3. Statistics for Business and Economics, Paul Newbold, William L. Carlson and Betty Thorne; Pearson.
4. Applied Statistics for Business and Economics, Allen Webster; McGraw-Hill Education.
5. Business Statistics: A Decision-Making Approach, David.F. Groebner, Patrick W. Shannon, and Phillip C. Fry; Pearson.
6. Essentials of Business Statistics: Communicating with Numbers, Sanjiv Jaggia and Alison Kelly; McGraw-Hill Education.
7. Data Analysis for Business, Economics and Policy, Gabor Bekes and Gabor Kezdi; Cambridge University Press.
8. Research Methodology: Methods and Techniques, C.R. Kothari; New Age International Publishers.
9. Business Research Methods, Naval Bajpai; Pearson Education India.
10. Quantitative Methods for Business, David. R. Anderson, Dennis J. Sweeney, and Thomas A. Williams; Cengage Learning.
11. Research Methods for Business: A Skill-Building Approach, Uma Sekaran and Roger Bougie; Wiley.

SemesterI	MANE 405	Legal Aspects of Business
Credits 4	LTP: 2:2:0	Discipline Specific Core

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

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
CO1405	UNDERSTANDING	EXPLAIN the importance of legal frame works in managing Business operations
CO2405	APPLYING	APPLY legal principles to resolve real – world business issues.
CO3405	ANALYSING	ANALYSE the impact of various business laws on organizational Decisions and strategies.
CO4405	EVALUATING	EVALUATE corporate governance, compliance, and ethical issues in a business context.

Unit1	<p>Introduction to Business Laws</p> <p>Overview of Legal Framework: Importance of legal knowledge in business.</p> <p>The Indian Contract Act, 1872: Essentials of a valid contract, breach of contract, and remedies.</p> <p>Special Contracts: Indemnity, guarantee, bailment, pledge, and agency.</p>
Unit2	<p>Company Law and Corporate Governance</p> <p>The Companies Act, 2013: Types of companies, incorporation, and corporate responsibilities.</p> <p>Corporate Governance: Principles, ethics, and practices for sustainable business. Meetings and Resolutions: Board meetings, shareholder meetings, and resolution procedures. Winding Up and Liquidation: Legal framework for business closure.</p>
Unit3	<p>Regulatory Framework and Compliance</p> <p>Competition Law: The Competition Act, 2002 – Preventing anti-competitive practices.</p> <p>Consumer Protection Act, 2019: Rights, redressal mechanisms, and business responsibilities.</p> <p>Environmental Protection Laws: Provisions and compliance for sustainable practices.</p> <p>Intellectual Property Rights (IPR): Patents, copyrights, trademarks, and business relevance.</p>
Unit4	<p>Labor Laws and Employment Relations</p> <p>Overview of Labor Laws: Applicability and significance in business. Key Legislations: Industrial Disputes Act, Factories Act, and Minimum Wages Act. Employee Rights and Employer Obligations: Workplace safety and dispute resolution. Social Security Laws: Provident fund, gratuity, and employee welfare schemes.</p>
Unit5	<p>Emerging Trends in Business Laws</p> <p>Digital and Cyber Laws: Overview of the IT Act, 2000, and amendments. Data Protection and Privacy: Legal obligations under GDPR and Indian laws.</p> <p>E-Commerce Regulations: Contracts, taxation, and consumer protection in online businesses.</p> <p>Legal Framework for Startups: Policies and support for startup ecosystems in India.</p>

Unit6	Bankruptcy and Insolvency Law: Historical perspectives of insolvency and bankruptcy laws. Need, objects and application of the Code, Insolvency Resolution and Liquidation Process for Corporate Persons, Insolvency Resolution and Bankruptcy for Individuals and Partnership Firms, Insolvency and Bankruptcy Board of India, Adjudicating Authorities for Corporate Persons, Individuals and Partnership Firms.
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Suggested Reference Books:

1. Avtar Singh– Business Law (Eastern Book Company)
2. Kapoor, N.D.– Elements of Mercantile Law (Sultan Chand & Sons)
3. Pathak, A.–Legal Aspects of Business (McGraw Hill Education)
4. Ramaswamy, R.–Legal Aspectsof Business: Textsand Cases (CengageLearning)

Embedded Course

SemesterI	MANE551	Industry Embedded Project-1
Credits 2	LTP: 2:2:0	Discipline Specific Core

SemesterII	MANE406	Financial Management
Credits 4	LTP: 2:2:0	Discipline SpecificCore

CO#	Cognitive Abilities	Course Outcomes
203.1	Understand	Understand the fundamental concepts and objectives of financial management and its evolving role in organizations.
203.2	Apply	Apply techniques of time value of money, capital budgeting, and risk analysis to evaluate long-term investment decisions.
203.3	Analyze	Analyze cost of capital, capital structure, and leverage to determine optimal financial mix.
203.4	Evaluate	Evaluate dividend policies and working capital management strategies for effective financial decision-making.
203.5	Create	Integrate modern tools and emerging trends (e.g., fintech, ESG finance) into traditional financial decision-making models.

Unit1	<p>Introduction to Financial Management</p> <ul style="list-style-type: none"> • Meaning, objectives, scope and functions of Financial Management • Financial Decisions: Investment, Financing & Dividend • Agency Problem & Stakeholder Theory • Goals of Financial Management: Profit vs. Wealth Maximization • Role of CFO and changing global financial landscape
Unit2	<p>Time Value of Money & Capital Budgeting (CO2)</p> <ul style="list-style-type: none"> • Present & Future value concepts • Annuities & Perpetuities • Discounted Cash Flow (DCF) techniques: NPV, IRR, PI, Payback, ARR • Capital Budgeting: Meaning & Definition • Risk Analysis in Capital Budgeting Meaning, Definition: Sensitivity, Scenario, and Decision Tree Analysis
Unit3	<p>Cost of Capital & Capital Structure (CO3)</p> <ul style="list-style-type: none"> • Concept and computation of cost of capital: Equity, Debt, Preference, WACC • Capital structure theories: Net Income, Net Operating Income, Traditional, MM Hypothesis Pricing strategies: Cost-plus, value-based, penetration pricing • Leverage: Operating, Financial, Combined Leverage analysis • EBIT-EPS Analysis & Indifference Point
Unit4	<p>Dividend Decisions & Working Capital Management (CO4)</p> <ul style="list-style-type: none"> • Dividend theories: Walter, Gordon, MM Hypothesis • Dividend policies: Stable, residual, constant • Working Capital: Concepts, types, operating cycle <ul style="list-style-type: none"> • Estimation of working capital requirements • Inventory & receivables management
Unit5	<ul style="list-style-type: none"> • Contemporary Developments in Financial Management (CO5) • Fintech in finance: Blockchain, Robo-advisory, AI in finance • ESG (Environmental, Social, Governance) finance • Behavioral Finance: Key concepts & implications • International financial management basics: Forex markets, exchange rate risk • Ethical finance and sustainable investing

Textbooks:	I.M. Pandey – Financial Management, Vikas Publishing • Prasanna Chandra – Financial Management: Theory and Practice, McGraw Hill • Eugene Brigham & Michael Ehrhardt – Financial Management: Theory and Practice, Cengage
Reference Books:	M.Y. Khan & P.K. Jain – Financial Management • Jonathan Berk & Peter DeMarzo – Corporate Finance, Pearson • Richard A. Brealey, Stewart C. Myers – Principles of Corporate Finance, McGraw Hill
Online Resources:	Investopedia, CFA Institute Resources, Yale Open Courses • MOOCs: Coursera – Introduction to Corporate Finance, edX – Fintech and the Future of Finance Harvard Business Review (HBR) articles on business economics in India

SemesterII	MANE407	Human Resource Management
Credits 4	LTP: 2:2:0	Discipline Specific Core

Course Outcomes

CO#	CognitiveAbilities	Course Outcomes
CO1407	Remembering	Explain the importance of human resources and their effective management in organizations.
CO2407	Remembering	Demonstrate a basic understanding of different tools used in forecasting and planning human resource needs.
CO3407	Understanding	Describe the meanings of terminology and tools used in managing employees effectively.
CO4407	Understanding	Describe rules and regulations affecting employees and employers.
CO5407	Analyzing	Analyze the key issues related to administering the human elements such as motivation, compensation, appraisal, career planning, diversity, ethics, and training.

Unit1	Introduction to HRM: Definition, Scope and importance of HRM, Concepts & functions of HRM, comparison between Personnel Management & HRM, Role of HR in modern organizations.
Unit2	Human Resource Planning & Acquisition: Human Resource Planning Process, Job Design, Job Analysis, Job Description, Job Specification, Recruitment, Selection, Placement, Induction.
Unit3	Human Resource Development: Concept and importance of Training & Development, Training Needs Assessment, Training Methods, Evaluation of Training Programs, Career Planning & Development, Succession Planning. Performance Management: Performance Appraisal – Methods & Issues, Potential Appraisal, Promotion, Transfer & Demotion, Retention & Retrenchment Strategies, Exit Interviews.
Unit4	Compensation: Types, structure & factors affecting compensation, Job Evaluation, Wage & Salary Administration, Fringe Benefits, Social Security measures.
Unit5	Employee Engagement Practices: Basics of Industrial Relations, Trade Unions, Collective Bargaining, Dispute Resolution & Grievance Management, Employee Welfare, Ethics in HRM.

Suggested Text Books/Cases/Readings:

- Dessler, Gary. Human Resource Management. Prentice Hall.
- Aswathappa, K. Human Resources and Personnel Management. Tata McGraw Hill, New Delhi, 1997.
- P. Subba Rao. Personnel and Human Resource Management: Text & Cases. Himalaya Publishing House, 2009.
- Sarma, A. M. Performance Management Systems. Himalaya Publishing House, 2008.

SemesterII	MANE408	Production & Operations Management
Credits 4	LTP: 2:2:0	Discipline SpecificCore

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1408	Remembering	Expand individual knowledge of operations management Principles and practices.
CO2408	Remembering	Explain the importance of quality control.
CO3408	Understanding	Describe the various dimensions of production planning and control and their inter-linkages with forecasting.
CO4408	Understanding	Explain the process characteristics and their linkages with process-product matrix in real world context.
CO5408	Applying	Apply the principles underlying materials requirements planning.

Unit1	Nature and Scope of Production and Operations Management; Types of Manufacturing Systems, Lean Manufacturing; Facility Layouts.
Unit2	Facility Location; Factors influencing facility location; Capacity Planning; Types of capacity.
Unit3	Materials Management – Overview of Materials Management, Materials Planning, Budgeting, Inventory Control, JIT, MRP, Purchase Management, Stores Management; Vendor Evaluation. Materials Handling – Principles, Equipment, 5-S, Kaizen, Kanban.
Unit4	Scheduling; Production Planning and Control; Basics of Work Design – Work study, Method study, Work measurement – Work sampling.
Unit5	Quality Management System – Quality Assurance; TQM – ISO 9000; Maintenance Management; Safety Management.

Suggested Text Books/Cases/Readings:

- Operations Management: Theory & Practice, B. Mahadevan, Pearson.
- Operations Now – Supply Chain Profitability & Performance, Byron J. Finch, McGraw Hill.
- Production and Operations Management, R. B. Khanna, PHI, New Delhi.
- Production & Operations Management, S. N. Chary, McGraw Hill.
- Suggested Reference Books / Cases / Readings:
- Operations Management, William J. Stevenson, TMGH.
- Operations Management, Lee Krajewski, Larry Ritzman, Manoj Malhotra, Pearson Education.
- Introduction to Materials Management, J. R. Tony Arnold, Stephen Chapman, Ramakrishnan, Pearson.

SemesterII	MANE409	Marketing Management
Credits 4	LTP: 2:2:0	DisciplineSpecificCore

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1409	Understanding	Explain core concepts and principles of marketing.
CO2409	Applying	Develop marketing strategies based on consumer behavior and market segmentation.
CO3409	Analyzing	Analyze competitive positioning, branding, and value proposition Strategies.
CO4409	Creating	Formulate marketing mix strategies for products and services.
CO5409	Evaluate	Assess marketing programs and their effectiveness using key Performance indicators.

Unit1	<p>Introduction to Marketing and Core Concepts</p> <p>Definition and Scope of Marketing: Understanding the role of marketing in business.</p> <p>Marketing Philosophies: Production, product, selling, marketing, and societal marketing concepts.</p> <p>Core Marketing Concepts: Needs, wants, demand, market offerings, customer value, and satisfaction.</p> <p>The Marketing Environment: Micro and macro-environmental factors.</p> <p>Marketing in the Digital Era: Impact of technology and digital trends on marketing.</p> <p>Practical Activity: Case study analysis of market-driven companies.</p>
Unit2	<p>Consumer Behavior and Market Segmentation</p> <p>Understanding Consumer Behavior: Factors influencing consumer decisions – cultural, social, personal, and psychological.</p> <p>Consumer Decision-Making Process: Need recognition, information search, evaluation of alternatives, purchase decision, and post-purchase behavior.</p> <p>Market Segmentation: Bases for segmentation – geographic, demographic, psychographic, and behavioral.</p> <p>Targeting and Positioning: Choosing the right target market and creating a positioning strategy.</p> <p>Practical Activity: Developing a segmentation, targeting, and positioning (STP) strategy for a product.</p>

Unit3	<p>Marketing Mix Strategies(4Ps)</p> <p>Product Strategy: Product classification, product lifecycle (PLC), new product development, and product differentiation.</p> <p>Pricing Strategies: Factors affecting pricing decisions, pricing approaches (cost-based, value-based, and competition based), and psychological pricing.</p> <p>Place (Distribution) Strategy: Channels of distribution, types of intermediaries, and logistics management.</p> <p>Promotion Strategy: Integrated Marketing Communication (IMC), advertising, sales promotion, public relations, and personal selling.</p> <p>Practical Activity: Designing a marketing mix (4Ps) strategy for a real or hypothetical product/service.</p>
Unit4	<p>Brand Management and Competitive Analysis</p> <p>Branding: Importance of brands, brand equity, brand positioning, and building brand loyalty.</p> <p>Brand Architecture: Strategies for managing product lines, brand extensions, and global branding.</p> <p>Competitive Analysis: Identifying competitors, competitive advantage, and strategies for positioning against competitors.</p> <p>Practical Activity: Case study on successful brand positioning and analysis of competitors.</p>
Unit5	<p>Marketing Metrics and Marketing Plan</p> <p>Marketing Metrics: Understanding key performance indicators (KPIs) such as customer acquisition cost, customer lifetime value, and return on marketing investment (ROMI).</p> <p>Evaluating Marketing Performance: Tools and techniques for measuring marketing effectiveness.</p> <p>Developing a Marketing Plan: Structure and components of a marketing plan – situation analysis, marketing objectives, strategies, action plan, and budget.</p> <p>Practical Activity: Developing a comprehensive marketing plan for a business.</p>

Suggested Text Books/Cases/Readings:

1. Kotler, P. & Keller, K. L. – *Marketing Management* (Pearson Education)
2. Lamb, C. W., Hair, J. F., & McDaniel, C. – *Marketing* (Cengage Learning)
3. Ramaswamy, V. S. & Namakumari, S. – *Marketing Management: Indian Context* (McGraw Hill Education)

SemesterII	MANE410	Business Analytics
Credits 4	LTP: 2:2:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
CO1	Understand	Discover the catalogue of tools and techniques that can help in data processing; and make business sense of it.
CO2	Apply	Diagnose the nature of data, and identify the tool or technique that can help them to process the kind of data.
CO3	Analyze	Develop the potential to analyze the data and develop relevant visualization for the data-set.
Unit 1	<p>Understanding data structure - I: Data subsets, creating a string from variable, data cleaning, handling missing data, data imputation, feature filtering, data transformation, data standardization, outliers, normality transformation, transforming categorical to numerical data, data balancing techniques.</p> <p>Understanding data structure - II: Factor labels, merging data, data sorting, data aggregating and preparing data for analytics.</p>	
Unit 2	<p>Introduction to softwares: Introduction to SPSS and Ms-Excel environment, creating variables, scalars – vectors – matrices, list – data frames – data types, converting between vector types, reading .csv and .txt files for processing, importing data from excel, writing text and output from analysis to file.</p>	
Unit 3	<p>Data visualization: Basics using Ms-Excel, SPSS and Tableau; aesthetic mappings, grammar of graphics, combining plots, common challenges, execution of various plots (box plot, histogram, pie-chart, line chart, scatter plot, word cloud, probability plots, mosaic plots, correlograms and interactive graphs)</p>	
Unit 4	<p>Exploratory data analysis: Exploring categorical and numeric variables, assessing multivariate relationships, data binning based on predictive value, deriving new variables, dimension reduction in data mining, principal component analysis (PCA) and its application.</p> <p>Statistical inferences: Confidence interval, margin of error, hypothesis testing, one-sample t-test, paired sample t-test, Chi-square test for goodness of fit, ANOVA</p>	
Unit 5	<p>Modelling: Regression analysis, model formulation, verifying regression assumptions, multiple regression analysis, stepwise regression, dummy variable.</p> <p>Classification: Decision tree, random forest, neural networks for estimation and prediction, logistic regression for estimation and prediction.</p> <p>Clustering: Hierarchical clustering methods, affinity analysis, market basket analysis,</p>	

Suggested Text Books/Cases/Readings:

Multivariate Data Analysis – Joseph Hair, William Black and Barry Babin

Business Analytics: Data analysis and Decision making – Christian Albright & Wayne Winston (6th Edition)

Business Analytics: The art of modeling with spreadsheets – Stephen Powell & Kenneth Baker (5th Edition)

Suggested Reference Books/Cases/Readings:

Elements of statistical learning – Trevor Hastie, Robert Tibshirani & Jerome Friedman

Analytics at work – Thomas Davenport, Jeanne Jarris & Robert Morison

Semester II	MANE552	Industry Embedded Project-2
2 credits	LTP: 0:0:2	Embedded Course

SemesterIII	MANE501	Business Policy and Strategic Management
Credits 4	LTP: 2:2:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
301.1	Understand	Discover a panoramic view of the forces (within and outside) that exist, and propel an organizational functioning and strategies presence.
301.2	Evaluate	Identify and assess for themselves the relevance of specific business strategies in illustrative organizations and enterprises.
301.3	Create	Choose and construct business strategies for distinct organizational situations and scenarios.
Unit1	Business Foundations: Basics of Finance and Accounting: Financial Statement analysis and ratios. Basics of Organization: Theories of Organization, Organizational structure and culture.	
Unit2	Strategy and Competitive strategy I: Strategic Management: Genesis of strategic management from wars, Conceptualization, Mintzberg's 5Ps. Competitive strategy: Analysis of external environment: Business ecosystem, PESTEL & ETOP, Industry and competitor analysis: Porter's 5 Forces of Industry analysis, strategic group analysis and Perceptual map.	
Unit3	Portfolio Management & Strategic Innovation Management tools: BCG Matric, Mc Kinsey GE9 Cell Model, Ansoff's Growth strategy matrix, and Porter's Generic Strategies Strategic tools: Blue Ocean & Red Ocean strategy, Balanced Scorecard, Strategic Corporate Intelligence & Transformational Marketing Model (SATELLITE), Business Model Canvas	
Unit4	Business Models: Basics: Core competence, Value chain analysis, resource-based view, competitive action and response. Business Models: Types of Business Models and their respective values. Business Models in India: Models common in India, concept of emerging economy is- à-vis business models.	
Unit5	Strategic Leadership and Corporate Governance Strategic leadership: Vision & Mission, Thinking frameworks, entrepreneurial thinking, disruptive innovations, organizational design and innovation. Corporate governance: Committees in India, Board responsibilities, SEBI functions, Indian Companies Act, 2013.	
Suggested Text Books/Cases/Readings:		1) The Balanced Scorecard- Transforming Strategy into Action- Robert Kaplan & David Norton
		2) Strategic Management & Business Policy- Charles Bamford, Alan Hoffman, Thomas Wheelan
		3) Indian Companies Act, 2013
		4) Life Cell International- Ivey Publishing Case

Suggested Reference Books/Cases/Readings:	1) TheStrategyConceptI& II– HenryMintzberg 2) BlueOceanStrategy–W. Chan Kim &RenéeMauborgne 3) Howcompetitiveforcesshapestrategy–MichaelPorter 4) CompetitiveStrategy–MichaelPorter
Readings:	i) 8 types of Business Models and the value they deliver byPatrickHealyStrategiesthatfitEmergingmarkets– Tarun Khanna, Krishna Palepu, Jayant Sinha

SemesterIII	MANE502	Business Environment
Credits: 4	LTP: 2:2:0	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
302.1	UNDERSTANDING	Explain the fundamental concepts of international business and Globalization.
302.2	APPLYING	Apply international trade theories and strategies to business Situations.
302.3	ANALYSING	Analyze the impact of international environments on business Strategies.
302.4	EVALUATING	Identify key strategies for international marketing, HRM, and Production.

Unit1	Indian Business Environment (Domestic Focus) Nature, scope, and importance of business environment. • Micro vs. Macro environment of business. • Economic environment: Liberalization, Privatization, and Globalization (LPG). • Business ethics, CSR, and sustainability in India.
Unit2	Political & Legal Environment • Business laws: Competition Act, Consumer Protection Act, Labour laws. • Role of regulatory authorities: SEBI, RBI, TRAI, IRDA. • Ease of doing business reforms in India.
Unit3	International Business Environment Nature, Concept and importance of international business. Environmental Factors: Economic, socio-cultural, political, and natural Environments, Drivers of international trade & investment.
Unit4	Theories of International Business, Modes or Strategies of entering International Business. International institutions: WTO, IMF, World Bank, UNCTAD. Regional trade blocs: EU, ASEAN, SAARC, NAFTA, BRICS. Foreign Direct Investment (FDI) and India's FDI policy.
Unit5	- International Marketing: Adapting marketing strategies for global markets. - Global HRM: Staffing, Training, and Managing Cultural Differences. - Production and CSR: Production strategies, quality management, and CSR in international business.

Suggested Reference Books:	1. Daniels, J.D., Radebaugh, L.H., & Sullivan, D.P. – International Business: Environments and Operations (Pearson Education) 2. Hill, C.W.L – International Business: Competing in the Global Marketplace (McGraw Hill) 3. Czinkota, M.R. & Ronkainen, I.A. – International Business (Wiley)
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Finance

Semester III	MANE503F	Money & Banking
Credits 4	LTP: 2:2:0	Discipline Specific Elective

CourseOutcomes:

CO#	Cognitive Abilities	CourseOutcomes
503F1	Remember	Recall definitions and fundamental concepts related to money, banking and financial services
503F2	Understand	Explain the functions of Money, commercial banks and central banks
503F3	Apply	Apply concepts of Monetary policy tools to real world economic situations
503F4	Analyze	Analyze the functioning of the indian monetary and credit system
503F5	Evaluate	Evaluate the role of central banks in maintaining financial stability
Unit1	Fundamentals of Money & Banking <ul style="list-style-type: none"> • Definition, functions, and significance of money in an economy • Evolution of money: From commodity money to digital currencies • Theories of Money: Classical, Keynesian, and Modern Monetary Theory • Structure and role of the banking system in economic development 	
Unit2	Financial Institutions & Monetary Policy <ul style="list-style-type: none"> • Financial Institutions: Commercial banks, Investment banks, Cooperative banks, NBFCs • Credit Creation & Money Supply Mechanism • Role of Central Banks: Functions, autonomy, and objectives • Monetary Policy Framework: Tools (CRR, SLR, Repo Rate, OMO) and their impact 	
Unit3	Interest Rates, Inflation, and Exchange Rate Mechanism <ul style="list-style-type: none"> • Determinants of Interest Rates: Relationship with inflation and economic growth • Inflation Theories & Management: Demand-pull vs. cost-push inflation • Foreign Exchange Market & Currency Valuation: Floating vs. fixed exchange rates • Impact of Exchange Rate Fluctuations on Trade & Investment 	
Unit 4	Banking Reforms, Risk Management & Emerging Trends <ul style="list-style-type: none"> • Banking Reforms in India: Post-1991 liberalization, Basel Norms • Non-Performing Assets (NPAs): Causes, effects, and resolution mechanisms (IBC, SARFAESI) • Risk Management in Banking: Credit risk, liquidity risk, operational risk • Regulatory Role: RBI & SEBI in banking supervision • Emerging Trends: FinTech, digital banking, cryptocurrencies, CBDCs, & neo banks 	
Unit 5	Monetary Policy, Conduct and Inter linkages between objectives/Targets/Policy/Rules and Discussions.	

Suggested Readings Primary Textbooks:	<ol style="list-style-type: none"> 1. Frederic S. Mishkin (2021) – The Economics of Money, Banking, and Financial Markets. Pearson. 2. L. M. Bhole & Jitendra Mahakud (2017) – Financial Institutions and Markets: Structure, Growth, and Innovations. McGraw-Hill. 3. Cecchetti, S., & Schoenholtz, K. (2019) – Money, Banking, and Financial Markets. McGraw-Hill.
Supplementary Readings:	<ol style="list-style-type: none"> 4. Reserve Bank of India (RBI) Reports – www.rbi.org.in 5. Basel Committee Reports on Banking Supervision – www.bis.org 6. Prasanna Chandra (2021) – Investment Analysis and Portfolio Management (McGraw-Hill).

SemesterIII	MANE504F	Working Capital Managment
Credits 4	LTP: 2:2:0	Discipline Specific Elective

Course Outcome:

CO#	Cognitive abilities	Course Outcomes
504F1	Understand	Understanding the importance of maintaining liquidity and financial stability through working capital Management
504F2	Apply	Apply tools and techniques to assess working capital requirements
504F3	Analyze	Analyze the impact of working capital management on Business profitability
504F4	Evaluate	Evaluate optimal financing strategies for working capital
Unit1	Overview - Concept, Nature & Planning of Working Capital.	
Unit2	Management of Cash – Motives for Holding Cash & Marketable securities, Objectives of cash management Factors determining cash needs	
Unit3	Receivables Management – Objectives, Credit policies, Credit Terms & Collection policies	
Unit4	Inventory Management – Types, Costs & Benefits of holding inventories - Inventory Management Techniques & models.	
Unit 5	Working Capital Financing- Trade credit, Bank credit, Commercial Papers, Certificate of Deposits, Factoring, Foreign Borrowings etc.	
Suggested Readings	<ol style="list-style-type: none"> 1. Bhalla, V.K. Working Capital Management: Text and Cases, 4th ed., Delhi, Anmol, 2001. 2. Hampton J.J. and C.L. Wagner Working Capital Management, John Wiley & Sons, 1989. 3. Mannes, T.S. and J.T. Zietlow Short-term Financial Management, West Pub Co., 1993. 4. Scherr, F.C. Modern Working Capital Management, Prentice Hall, 1989 5. Smith, Keith V. and G.W. Gallinger Readings on Short-term Financial Management, 3rded., West Pub. Co., 1988 6. Prassanna Chandra, Financial Management – Theory & Practice 7th ed. New Delhi Tata McGraw Hill Education. 7. Block, Hirt & Danielsen, Foundations of Financial Management - 13th ed. New Tata McGraw Hill Education. Khan & Jain – Financial Management -6th ed. New Delhi Tata McGraw Hill Education 	

SemesterIII	MANE505F	Corporate Finance
Credits 4	LTP: 2:2:0	Discipline Specific Core

CourseOutcomes:

CO	Cognitive Abilities	Course Outcomes
505F1	Remember	Recall fundamental concepts such as time value of money, capital budgeting, cost of capital, capital structure, and dividend policy.
505F2	understand	Explain theories and models like capital structure theories, dividend relevance/irrelevance, and risk-return relationships.
505F3	Applying	Use capital budgeting techniques to evaluate investment decisions.
505F4	Analyze	Analyze risks in investment projects using sensitivity and scenario analysis.
505F5	Evaluating	Assess the optimal capital structure and dividend policies for a given firm.
505F6	Create	Develop financial models using Excel or other tools to simulate corporate finance scenarios.
Unit1	Nature, scope, and objectives of Corporate Finance	
Unit2	Time value of money concepts (present value, future value, annuities) Investment decision-making and capital budgeting methods	
Unit3	Concepts of risk and return, portfolio theory, CAPM Cost of capital calculation and analysis	
Unit4	Capital structure theories and optimal capital structure decisions Dividend policy and its theories	
Unit5	Management of working capital financial modeling essentials and framework	
Reference Books	1. Principles of Corporate Finance by Richard A. Brealey, Stewart C. Myers, and Franklin Allen 2. Corporate Finance for Dummies by Michael Taillard 3. Corporate Finance: The Basics by Terence C.M. Tse	

SemesterIII	MANE506F	Investment Management
Credits 4	LTP: 2:2:0	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
306F.1	REMEMBERING	Recall key investment concepts including types of securities, portfolio theory, and market efficiency.
306F.2	UNDERSTANDING	Explain fundamental principles of risk and return, asset pricing models, and diversification benefits.
306F.3	APPLYING	Apply financial theories to evaluate investment opportunities.
306F.4	ANALYSING	Analyze investment portfolios for risk diversification and performance.
306F.5	EVALUATING	Evaluate different investment strategies for various financial goals and risk profiles.
Unit1	Security Analysis – Risk-Return- Investment Alternatives Financial Securities & Real Estate Investment- objectives of Security Analysis.	
Unit2	Fundamental Analysis – Industry analysis – Company Analysis.	
Unit3	Technical Analysis – Dow Theory – Breadth of market analysis – stock analysis.	
Unit4	Investment Management – Investment objectives & constraints Investment motives & goals – process of investment management.	
Unit5	Efficient Market Theory – weak form efficiency – semi -strong form efficiency - strong form efficiency- measuring methods of risk & return of securities.	

Suggested Reference Books:	Suggested Readings: 1.Security analysis & investment management by Donald E. Fischer & Ronald J. Jordan 2.Investment Management by V.K. Bhalla 3. Investment Analysis & Portfolio Management by Prasanna Chandra. 4. Investment by Sharpe, William f. 5. Modern Investment & Security Analysis by Fillar Russell J. & Farrell James L. New Yark.
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SemesterIII	MANE507F	Financial Decision Analysis
Credits 4	LTP: 2:2:0	DisciplineSpecificCore

CourseOutcome

CO#	Cognitive Abilities	Course Outcomes
507F1	Remembering	Recall key financial concepts including financial goals, capital budgeting, and risk management.
507F2	understand	Explain various financial decision-making processes and financial theories.
507F3	Apply	Apply quantitative tools and models to analyze financial problems.
507F4	Analyze	Analyze financial statements and investment scenarios to identify risks and opportunities.
507F5	Evaluate	Evaluate capital budgeting projects and investment decisions based on risk-return trade-offs.
507F6	Create	Develop comprehensive financial plans and models integrating various financial decisions.
Unit1	Unit I – Regression Analysis – Simulation technique – Business failure and reorganization cost- volume profit analysis.	
Unit2	Unit II – Capital Expenditure Decision under risk and uncertainty. Leasing-Finance and operating lease – single investor & leverage lease.	
Unit3	Unit III – Corporate Debt capacity management – Mergers & Acquisition- take over valuation of Goodwill & share	
Unit4	Unit IV – Sequencing decisions- Replacement decisions – Dividend Policy Models	
Unit 5	Linear Programming – Goal Programming (Application) – Inventory models EOQ & Price Break.	
Suggested Readings:	1) V.K. Bhalla – Financial Management& Policy. 2) Harold Bierman – Lease Vs Buy decision. 3) Levy H. & Sarnat H. – Capital Investment & Financial Decision 4) Van Horn James c – Financial Management Policy.	

Semester III	MANE508F	Financial Services
Credits 4	LTP: 2:2:0	Discipline Specific Core

CO#	Cognitive Abilities	Course Outcomes
508F1	Remember	Recall key concepts and types of financial services and institutions.
508F2	understand	Explain the functioning of different financial markets and instruments.
508F3	Apply	Apply financial planning techniques for wealth and asset management.
508F4	Analyze	Analyze the impact of regulations and compliance on financial service operations.
508F5	Evaluate	Evaluate financial service strategies for customer relationship management
508F6	Create	Develop financial plans and service strategies to meet client objectives.
Unit1	Overview of Financial Services Industry	
Unit2	Types of Financial Services (Banking, Insurance, Investment Services, Mutual Funds, etc.) Financial Markets and Instruments	
Unit3	Regulatory Framework and Compliance in Financial Services Risk Management in Financial Services	
Unit4	Financial Planning and Wealth Management Digital Financial Services and Fintech Innovations	
Unit 5	Customer Relationship Management in Financial Services Role and Functions of Financial Intermediaries Performance Evaluation of Financial Service Firms	
Suggested Readings:	<ol style="list-style-type: none"> 1. Valuation: Measuring and Managing the Value of Companies by Tim Koller, Marc Goedhart, and David Wessels 2. The Intelligent Investor by Benjamin Graham 3. The Accidental Investment Banker by Jonathan A. Knee 4. Corporate Finance: Theory and Practice by Pierre Vernimmen, Maurizio Dallochio, and Antonio Salvi 5. Financial Services Marketing: An International Guide to Principles and Practice by Christine Ennew and Nigel Wait 	

Marketing

SemesterIII	MANE503M	Consumer Behaviour
Credits 4	LTP: 2:2:0	Discipline Specific Core

Course Outcome:

CO#	Cognitive Abilities	Course Outcomes
503M1	REMEMBER	Define key concepts related to consumer behavior such as motivation, perception, and attitude.
503M2	UNDERSTAND	Explain psychological, cultural, and social influences on consumer decision-making.
503M3	APPLY	Apply consumer behavior theories to predict buying patterns in various market segments.
503M4	ANALYZE	Analyze case studies of consumer behavior to identify buying motives and preferences
503M5	EVALUATE	Critically evaluate marketing strategies from a consumer behavior perspective.
503M6	CREATE	Design marketing campaigns tailored to specific consumer segments based on behavioral insights.

Unit-I	Introduction to Consumer Behavior: Consumer Behavior and Marketing Strategy
Unit-II	Consumer Involvement; Decision Making; Information Search Process; Evaluative Criteria and Decision Rules
Unit-III	Consumer Motivation; Consumer Perception; Consumer Attitudes
Unit-IV	Influence of Personality and Self-Concept on Buying BehaviorPsychographics, Values and Lifestyles; Reference Group Influence; Family Decision Making; Industrial Buying Behavior
Unit-V	Digital Consumer Behaviour: Impact of social media, influencers, and online reviews; E-commerce consumer behavior (Webrooming vs. Showrooming); Big Data and AI in predicting consumer behavior; Consumer Behavior Studies in India.

TextBooks:	<ol style="list-style-type: none"> 1. Assael, H. Consumer Behaviour and Marketing Action. Ohio, Sought Western, 2. Engle, J.F. etc. Consumer Behaviour. Chicago, Dryden Press, 1993 3. Howard, John A. etc. Consumer Behaviour in Marketing. Englewood Cliffs, Ne Prentice Hall Inc., 1989. 4. Hawkins, D.I. etc Consumer Behaviour: Implications for Marketing Strategy. T Business, 1995. 5. Mowen, John C. Consumer Behaviour. New York, MacMillan, 1993. 6. Schiffman, L G and Kanuk, L L. Consumer Behaviour. New Delhi, Prentice Hall 1994.
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Semester III	MANE504M	Advertising Management
Credits 4	LTP: 2:2:0	Discipline Specific Core

Course Outcomes:

CO#	cognitiveabilities	COURSE OUTCOMES
504M1	REMEMBER	List the different types of advertising and their roles in marketing communication.
504M2	UNDERSTAND	Understand the role of advertising In marketing.
504M3	APPLY	Develop advertising messages and creative strategies that target appropriate audiences.
504M4	ANALYZE	Examine the effectiveness of advertising campaigns using various methods and techniques
504M5	EVALUATE	Evaluate the effectiveness and ethical considerations of Advertising initiatives.
504M6	CREATE	Create integrated advertising plans that align with brand objectives and market trends.
Unit1	Introduction to Advertising and Advertising Management Overview of Advertising: Definition, Importance, and Functions of Advertising;EvolutionofAdvertising;Types of Advertising (Product, Institutional, Public Service); Advertising Management Process- Advertising Planning and Strategy,Role of Advertising in Marketing,Advertising Objectives and Goals, Advertising Agencies -Structure of Advertising Agencies Role and Functions of an AdAgency;Selection of Advertising Agencies.	
Unit2	Consumer Behavior and Advertising Strategy Consumer Behavior in Advertising -Psychological, Social, and Cultural Factors Affecting Consumer Behavior;The Consumer Decision MakingProcess;Target Market Selection and Segmentation ; Advertising Strategy :TheConcept of Positioning;Creative Strategy Development, MediaStrategy : Media Planning, Buying, and Evaluation	
Unit3	Advertising Media and Campaign Planning Media,Types andtheirSelection :Television, Print, Radio, Digital, and Outdoor Advertising,Advantages and Disadvantages of Different Media,Media Planning and Buying:Steps in Media Planning MediaBuyingProcessandConsiderations,EvaluatingMediaEffectiveness,Campaign Planning and Execution,Campaign Design and Development,Integrating Advertising into a BroaderMarketingStrategy,Monitoring and Controlling Advertising Campaigns	

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Unit4	Advertising Creativity and Copywriting Creative Process in Advertising: The Role of Creativity in Advertising,Steps in Creative Development,Creative Briefs and Concept Development; Copywriting: TypesofAdvertisingCopy,PrinciplesofEffectiveCopywriting;Writing for Print, Radio, TV, and Digital; Visual Designand Layout, Importance of Design and Layout in Advertising;Typography, Color, and Graphics;The Role of Photography and Illustration
Unit5	Advertising Evaluation and Ethics:Measuring Advertising Effectiveness- Methods of Advertising Research;Pre-testing and Post – testing of Ads;Metrics for Evaluating CampaignSuccess; Advertising Ethics and Legal Considerations- EthicalIssues in Advertising (DeceptiveAds, TargetingVulnerable Groups),Legal Regulations in Advertising (Advertising Standards, Truth in Advertising),Social Responsibility in Advertising

Suggested Reference Books:	<ol style="list-style-type: none"> 1. Advertising Management” by Rajeev Batra, John G.Myers, DavidA.P. 2. “AdvertisingandPromotion: An Integrated Marketing Communications Perspective” by George E. Belch and Michael A. Belch 3. “Advertising: Principles and Practice” byGeorge Edward Belch 4. “Consumer Behavior” by Leon G.Schiffman and Joseph L.Kanuk 5. “Advertising Strategy: Understanding the Message” by Larry D.Kelley And Donald W. Rogers 6. “Advertising Management” by David A.Aaker, John G. Myers, and Bruce H. D.94
	<ol style="list-style-type: none"> 7. “MediaPlanningandBuyingintheDigitalAge”byRonaldD. Geskey 8. “AdvertisingMediaPlanning” byJackZ.SissorsandRogerB.Baron 9. “Advertising:MediaPlanningandStrategy”byS.S.K.S.Rao 10. “TheAdvertisingConceptBook:ThinkNow,DesignLater”byPeteBarry 11. “TheCopywriter’sHandbook”byRobertBly 12. “CreativeAdvertising:AnIntroduction”byMiriamSorrentino 13. “AdvertisingandtheLaw”byDavidA. M. 14. “AdvertisingResearch:TheryandPractice”byAlvinJ.Silk 15. “AdvertisingEthics”byTomL. Beauchamp 16. “AdvertisingManagement”byDavidA.Aaker,Kumar,andDay 17. “PrinciplesofAdvertising”byWilliamD. Wells 18. “AdvertisingandPromotion:AnIntegratedMarketingCommunications Perspective” by Belch and Belch

SemesterIII	MANE505M	Industrial Marketing
Credits 4	LTP: 2:2:0	Discipline Specific Core

Course outcome

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
505M1	REMEMBER	Recall key concepts, terminology, and characteristics of industrial marketing.
505M2	UNDERSTANDING	Explain the unique features and complexities of business-to-business (B2B) marketing.
505M3	APPLYING	Apply segmentation, targeting, and positioning strategies specific to industrial markets.
505M4	ANALYSING	Analyze industrial customer needs, buying behavior, and supplier relationships.
505M5	EVALUATING	Evaluate effectiveness of industrial marketing strategies and salesforce management.
505M6	CREATE	Develop comprehensive industrial marketing plans based on market research and analysis.
Unit1	Nature and Scope of Industrial Marketing; Differences between Industrial Marketing and Consumer Marketing; Nature of Demand in Industrial Markets; Industrial Buyer Behavior;	
Unit2	Industrial Purchasing; Marketing Research and Market Information Systems; Segmentation of Industrial Markets	
Unit3	Technology and the Industrial Markets; Product Decisions and Strategies; Industrial Services	
Unit 4	Industrial Pricing; Distribution and Channel Relationships; Logistics Management	
Unit 5	Industrial Marketing Communication; Sales Force Management; Industrial Marketing Strategy, Planning and Implementation.	
Suggestive readings	1) "Industrial Marketing" by Hory Sankar Mukerjee 2) "Industrial Marketing Management" by Michael D. Hutt and Thomas W. Speh. 3) Industrial Marketing by Dr. Tushar Kakasaheb Savale et al. 4) "Industrial Marketing Strategy" by Frederick E. Webster Jr. 5) Industrial Marketing by Dr. Tushar Kakasaheb Savale, Dr. Yogesh Uttam Gaikwad, Dr. Amit Arun Medhekar, and Dr. Tarun Madan Kanade: 6) Industrial Marketing Management: A Strategic View of Organizational Markets by Michael D. Hutt and Thomas W. Speh:	

Semester III	MANE506M	Brand Management
Credits 4	LTP: 2:2:0	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
506M1	REMEMBER	Define fundamental brand management concepts such as brand equity, brand identity, and brand loyalty.
506M2	UNDERSTAND	Explain the importance of brand positioning and differentiation in competitive markets.
506M3	APPLY	Use segmentation and targeting principles to develop brand strategies.
506M4	ANALYSE	Analyse brand communication strategies and their influence on consumer behaviour.
506M5	EVALUATE	Evaluate brand valuation methodologies and global branding challenges in dynamic markets.
506M6	CREATE	Develop comprehensive brand plans including positioning, messaging, and promotional strategies.
Unit1	Introduction to Brand Management <ul style="list-style-type: none"> • Concept of Brand: Definition, evolution, and importance of brands. • Brand Identity: Elements of brand identity (name, logo, tagline, etc.). • Brand Positioning: Importance of positioning and differentiation. • Branding Fundamentals: Types of brands (product, corporate, personal, etc.). • Brand Equity: Definition, components (brand awareness, loyalty, perceived Quality, etc.), and measurement. 	
Unit2	Brand Building and Brand Development <ul style="list-style-type: none"> • Brand Development Process: Stages of brand development from concept to maturity.; Brand Extension: Benefits and challenges of brand extension. • Co-Branding and Brand Alliances: Concepts, types, and strategic benefits. • Brand Architecture: Managing a portfolio of brands, sub-brands, and endorsed brands. 	
Unit3	Brand Communication and Marketing Strategies: Integrated Brand Communication: Online and offline communication channels. Advertising & Promotion Strategies: Role of advertising in brand building.; Digital Branding: Importance of social media, websites, and digital marketing in brand communication.; Branding in the Consumer Decision-Making Process: How branding influences consumer behavior and choices	

Unit4	Brand Loyalty and Brand Valuation <ul style="list-style-type: none"> • Brand Loyalty: Definition, types (attitudinal vs. Behavioral), and factors influencing brand loyalty. • Brand Value and Equity Measurement: Financial approaches to valuing brands (e.g., Interbrand model, BrandZ). • Customer Relationship Management (CRM): Techniques and technologies for building brand loyalty. • Global Brand Management: Managing brands in different cultural and Regional contexts.
Unit5	Managing Brands in the Global Market <ul style="list-style-type: none"> • Global Branding Strategies: Standardization vs. Customization in global markets. • Cultural Considerations in Global Branding: Understanding how different cultures perceive brands. • Challenges of Managing Global Brands: Legal, financial, and marketing challenges. • Case Studies: Real-world examples of successful global branding strategies.
Suggested Reference Books:	<ol style="list-style-type: none"> 1. "Strategic Brand Management" by Kevin Lane Keller 2. "Building Strong Brands" by David A. Aaker 3. "The Brand Gap" by Marty Neumeier 4. "The New Strategic Brand Management" by Jean – Noël Kapferer 5. "Keller's Strategic Brand Management" by Kevin Lane Keller 6. "Branding: In Five and a Half Steps" by Michael Johnson 7. "Contagious: How to Build Word of Mouth in the Digital Age" by Jonah Berger 8. "Digital Marketing for Dummies" by Ryan Deiss and Russ Henneberry 9. "Branding in the Age of Digital Disruption" by Amitabh Satyam 10. "Brand Love: Building Strong Brands through Consumer Love" by Dr. Rajesh Kumar 11. "The Loyalty Effect" by Kumar and Shah 12. "Branding and Brand Equity" by T.S. Jayachandran 13. "Global Brand Management" by Melnyk, Van Herpen, and Trijp 14. "International Marketing and Export Management" by Gerald Alba, Edwin Duerr, and Alexander Josiassen 15. "Global Marketing Management" by Warren J. Keegan

SemesterIII	MANE507M	Sales and Distribution Management
Credits 4	LTP: 2:2:0	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
507M1	REMEMBER	Identify different types of distribution channels and intermediaries understanding
507M.2	UNDERSTANDING	Understand the sales process and its role in achieving business objectives.
507M.3	APPLYING	Apply Distribution strategies to enhance customer satisfaction and retention.
507M.4	ANALYSING	Analyze sales performance metrics to identify improvement areas.
507M.5	EVALUATING	Evaluate Marketing channels and strategies for maximizing customer lifetime value.
507M.6	CREATE	Design an optimal distribution channel strategy tailored to product, market, and organizational goals.
Unit1		Sales Management – Objectives, Sales Planning, Strategic Organizing the sales force, Recruitment, selection and training the sales force. Personal selling process -Sales knowledge - Knowledge about the product, customers and technology, Relationship Selling Process
Unit2		Planning sales calls, Building long term partnership by selling , Sales Aids -Use of technology in sales, Field Sales Planning , Compensation and Evaluation of Sales Force. Sales Quotas and Targets -Sales Control-Specialized techniques in selling , Tele Marketing ,Online Marketing – Multi Level Marketing _
Unit3		Developing the Sales Force for Industrial Customers and Consumer products- Sales Meetings and Field Sales Control- Value added selling- Network Marketing – Mail order selling- sales audit.
Unit4		Marketing Channels: Definition & Importance, Functions of Marketing Channels – Intensive, Selective & Exclusive distribution strategies, Decisions in Channel Management, Wholesaling: Concept, Importance, Functions –Wholesaler Marketing Decisions – Trends in Wholesaling_
Unit5		Introduction to Supply Chain Management: Concept – significance – components, Channel selection, Channel Conflicts & its Resolution, Channel Performance Evaluation, Technology in distribution: Bar-coding – RFID – Electronic payment Systems.

Suggested Reference Books:	<ol style="list-style-type: none"> 1. "SalesManagement:ConceptsandCases"byP.K.Singh. 2. "SalesManagement:BuildingCustomerRelationships"byChrisLytle. 3. "SalesManagement:AGlobalPerspective"byRosannL.Spiro,WilliamJ.Stanton,and GregoryA.Rich. 4. "TheChallengerSale:TakingControloftheCustomer Conversation" ByMatthewDixonandBrentAdamson. 5. "SalesManagement:Strategy,Process,People,andTechnology" byJ. David Lichtenthal and Richard S. M. P. L. S. Goeldner. 6. "ThePsychologyofSelling"byBrianTracy. 7. CustomerRelationshipManagement:ConceptsandTools"byFrancis Buttle. 8. "CRM at theSpeed of Light"byPaulGreenberg. 9. "TheCRMHandbook:ABusinessGuidetoCustomerRelationship Management" by Jill Dyché. 10. "CustomerRelationshipManagement:AStrategicApproach"byV. Kumar and Werner Reinartz. 11. "CRM inRealTime:EmpoweringCustomerRelationships" byBartonJ. Goldenberg. 12. "SalesforceForDummies"byTomWongandLizKao. 13. "ManagingCustomerRelationships:AStrategicFramework"byDon Peppers and Martha Rogers. 14. "SalesForceManagement" byJohnF.L.McKenna. 15. "CustomerRelationshipManagement:Concepts,Strategy,andTools"ByKumar&Shah.
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Semester III	MANE508M	Digital Marketing
Credits 4	LTP: 2:2:0	Discipline Specific Core

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSE OUTCOMES
508M.1	REMEMBER	Identify different digital marketing channels and tools.
508M.2	UNDERSTAND	Understand digital marketing channels and their strategic role in business.
508M.3	APPLY	Apply search engine optimization (SEO) techniques to improve website rankings.
508M.4	ANALYSE	Analyze online consumer behavior and digital marketing trends.
508M.5	EVALUATE	Evaluate the impact of digital marketing technologies on businesses and consumers.
508M.6	CREATE	Develop strategic digital marketing plans that provide competitive advantage

Unit1	<p>Introduction to Digital Marketing</p> <ul style="list-style-type: none"> • Definition and Evolution of Digital Marketing • Traditional vs. Digital Marketing • Online Consumer Behavior • Digital Marketing Channels: Search Engine, Social Media, Email, Content Marketing, Affiliate Marketing • The Role of Digital Marketing in Business • Digital Marketing Strategy Development • Key Digital Marketing Metrics and KPIs
Unit2	<p>Website and Content Marketing</p> <ul style="list-style-type: none"> • Creating an Effective Website for Digital Marketing • Content Marketing Strategy and Types: Blogs, Articles, Videos, Infographics • SEO (Search Engine Optimization): On-page, Off-page, and Technical SEO • Content Creation and Curation • Content Distribution and Promotion • Measurement and Analysis of Content Effectiveness
Unit3	<p>Social Media Marketing</p> <ul style="list-style-type: none"> • Introduction to Social Media Platforms: Facebook, Instagram, LinkedIn, Twitter, YouTube, TikTok • Social Media Marketing Strategy • Creating Engaging Social Media Content • Paid Advertising on Social Media: Facebook Ads, Instagram Ads, LinkedIn Ads • Influencer Marketing and Its Role in Digital Strategy • Social Media Analytics and Measuring ROI

Unit4	<p>Search Engine Marketing (SEM) and Email Marketing</p> <ul style="list-style-type: none"> • Paid Search Advertising (Google Ads) • Key word Research and Campaign Management • Ad Copy writing for Search Ads • Optimizing Search Engine Ads • Email Marketing Campaigns and Automation • Building and Managing Email Lists • Analyzing Email Marketing Campaign Performance
Unit5	<p>Analytics, Conversion Optimization, and Digital Marketing Trends</p> <ul style="list-style-type: none"> • Google Analytics and Web Analytics Tools • Tracking and Measuring Digital Marketing Campaigns • Conversion Rate Optimization (CRO) • A/B Testing and Multivariate Testing • Data-driven Marketing • Future Trends in Digital Marketing: AI, Machine Learning, Voice Search, and Video Marketing
Suggested Reference Books:	<p>"Digital Marketing: Strategy, Implementation, and Practice" by Dave Chaffey.</p> <ol style="list-style-type: none"> 1. "Digital Marketing for Dummies" by Ryan Deiss and Russ Henneberry. 2. "Marketing 4.0: Moving from Traditional to Digital" by Philip Kotler, Hermawan Kartajaya, and Iwan Setiawan. 3. "Content Strategy for the Web" by Kristina Halvorson and Melissa Rach. 4. "SEO 2023: Learn Search Engine Optimization with Smart Internet Marketing Strategies" by Adam Clarke. 5. "The Art of SEO: Mastering Search Engine Optimization" by Eric Enge, Stephan Spencer, and Jessie Stricchiola. 6. "Social Media Marketing: A Strategic Approach" by Melissa Barker, Donald I. Barker, and Nicholas F. P. M. 7. "The Art of Social Media: Power Tips for Power Users" by Guy Kawasaki and Peg Fitzpatrick. 8. "Social Media Marketing Workbook: How to Use Social Media for Business" by Jason McDonald. 9. "Google Ads (AdWords) Workbook: 2023 Edition" by Jason McDonald. 10. "Email Marketing Rules: A Step-by-Step Guide to the Best Practices that Power Email Marketing Success" by Chad S. White. 11. "Search Engine Marketing, Inc.: Driving Search Traffic to Your Company's Website" by Mike Moran and Bill Hunt. 12. "Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World" by Chuck Hemann and Ken Burbary. 13. "Lean Analytics: Use Data to Build a Better Startup Faster" by Alistair Croll and Benjamin Yoskovitz. 14. "Advanced Web Metrics with Google Analytics" by Brian Clifton.

Human Resource Management

Semester III	MANE503H	Management of Industrial Relations
Credits 4	LTP: 2:2:0	Discipline Specific Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
503H1	Remember	Memorize and recall the various laws, legislations and clauses that prevail on labour working conditions and social security.
503H2	Understand	Identify and associate the specific labour or social-security legislation that prevails in a specific situation; and the existence of Constitutional Law as the overarching spirit of such legislations.
503H3	Apply	Apply principles of employee participation, social dialogue, and workforce engagement to improve workplace climate.
503H4	Analyze	Critically assess contemporary challenges in industrial relations, including globalization, technological changes, and labor market dynamics
503H5	Evaluate	Evaluate strategies for managing industrial disputes and fostering positive employee relations.
503H6	Create	Formulate policies and practices that balance organizational goals with employee welfare and rights.
Unit1	Constitution of Labour Laws Meaning of 'State', Fundamental Rights and Directive Principles governing employment relations: 'Equality before Law' and its application to Labor Laws, Article 19, 21, 23 and 24.	
Unit2	Welfare and Working Conditions Law The Factories Act, 1948: Objective, The Inspecting Staff, Health, Safety, Welfare, Working Hours of Adults, Employment of Young Persons, Annual Leave with Wages, Special Provisions, Penalties and Procedures.	
Unit3	Law of Industrial Relations: The Trade Unions Act, 1926: History of Trade Unions in India, Concept of TU, difference between recognized and registered TU, Collective Bargaining, Union participation in management, popular TUs of India. The Industrial Employment (Standing Orders) Act, 1946, The Industrial Disputes Act, 1947 (downsizing, retrenchment, lay-off, bench employees and termination), Industrial Discipline and domestic inquiry	
Unit4	Law of Wages: The Minimum Wages Act, 1948: Concept, Procedure for fixation of minimum wages, fixation of working hours, and its enforcement. The Payment of Wages Act, 1936: Payment of Wages; procedure for ensuring payment of wages; Authorized deductions. The Equal Remuneration Act, 1976 in relation with Constitutional Law. The Payment of Bonus Act, 1965: Concept, Tribunals under the act, Calculation and relevant provisions.	
Unit5	Social Security Legislations The Employees Compensation Act, 1923: Nature and extent of Compensation of workers suffering an injury in course of employment; variants and disablement; social and Social Insurance.	

	<p>The Employees State Insurance Act, 1948: Concept, eligibility for ESIC, Tribunals under the act, Facilities offered.</p> <p>The Employees Provident Funds and Miscellaneous Provisions Act, 1952: Concept, Contribution of PF, Calculation, Punitive actions.</p> <p>The Payment of Gratuity Act, 1972: Concept of Gratuity, when to be paid, procedure for settlement, Calculation.</p> <p>The Maternity Benefit Act, 1961 and policies relating to Maternity Benefit</p>
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Suggested Text Books / Cases / Readings:	Bare Acts & amp; Code Books
Suggested Reference Books/Cases/Readings:	<p>GhoshP., NandanS., Industrial Relationsand Labour Laws, Mc Graw Hill Education, 2015, 1 st</p> <p>Ed. MonappaA., NambudriR., SelvarajP., Industrial Relationsand Labour Laws, McGraw Hill Education, 2012, 8thEd.</p>
Readings:	Supreme Court Journals, Supreme Court Reports & amp; other Reference Journals

SemesterIII	MANE504H	Human Resource Planning & Development
Credits 4	LTP: 2:2:0	Discipline Specific Core

CourseOutcomes:

CO#	CognitiveAbilities	CourseOutcomes
504H.1	Understand	Explain the concepts, importance and process in Human Resource planning and Development
504H.2	Apply	Formulate the recruitment and selection procedure Apply the theories of learning.
504H.3	Analyze	AnalyzetheTraining needs
504H.4	Evaluate	Validate the training valuation planning and evaluate the Training programs
504H.5	Create	Formulate a strategy to plan human resource effectively and Create suitable measures for Feedback of trainees

Unit-I	Human Resource Planning: Importance and Benefits of HRP, Influence of strategic Management on HRP, Factor affecting HRP, Process of HRP, HRP Model Training & Development: Objectives, Significance, Need and Benefits.
Unit-II	Recruitment: Centralized and Decentralized Recruitment, Traditional and Modern Sources of Recruitment, Selection Procedure; Learning: Principles of Learning; Theories of Learning–Reinforcement Theory, Social Learning Theory, Goal Theory, Adult Learning Theory
Unit-III	Human Resource Development: Training methods, Training Need Assessment (TNA): Purpose; Methods of Need Assessment; Need Assessment Process; Output of Training Need Assessment
Unit-IV	Human Resource Information System; Indian Labour Market Analysis. Retention; Redeployment and Exit Strategies; Training Evaluation: Reasons for evaluating Training and Development programs, Problems in evaluation; Evaluation planning and data collection;
Unit-V	Models and Techniques of Manpower Demand and Supply Forecasting; Feedback of trainees; Measuring costs and benefits of training program; Kirkpatrick Model of Evaluation;

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TextBooks:	<ol style="list-style-type: none"> 1. P. Subba Rao, Personnel and Human Resource Management: Text & Cases, Himalaya Publishing House, 4th revised & Enlarged edition 2010, 2011 2. Dr. L.M Prasad, Human Resource Management, Sultan Chand & sons, 2nd Edition Reprint 2009. 3. Dr. P.C. Tripathi, Human Resource Development, Sultan Chand & Sons 5th revised Edition Reprint 2009. 4. Dr. C.B. Gupta, Human Resource Management, Sultan Chand & son's, 2009. 5. H. John Bernardin, Florida Atlantic, U-boca Raton, Human Resource Management, McGraw Hill, 2001. 6. George Dreher Indiana University Bloomington & Thomas W Dougherty university of Missouri Columbia, Human resource strategy A Behavioral perspective for the general manager, McGraw Hill companies, 2001. 7. Dipak Kumar Bhattacharyya, Human Resource Planning, Excel Books, 2007. 8. Biswanath Ghosh, Human Resources development & Management, Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay. 9. Trvelove, Steve, Handbook of Training and Development, Blackwell Business. 10. Warren, M.W. Training for Results, Massachusetts, Addison Wesley. 11. Craig, Robert L., Training and Development Handbook, McGraw Hill. 12. Garner, James, Training Interventions in Job Skill Development, Addison Wesley 13. Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management. 14. Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill.
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SemesterIII	MANB 505H	Training And Development
Credits 4	LTP: 2:2:0	Discipline Specific Core

Course outcomes

CO#	Cognitive Abilities	Course Outcomes
505H.1	Remember	Recall fundamental concepts, principles, and terminology related to training and development
505H.2	Understand	Explain the importance and objectives of training and development in organizations.
505H.3	Apply	Apply appropriate training methods and tools to real-world scenarios.
505H.4	Analyze	Analyze training effectiveness and employee performance improvements.
505H.5	Evaluate	Evaluate the success of training programs against learning goals.
505H.6	Create	Design comprehensive training programs and development initiatives tailored to organizational needs.

Unit – I	Introduction of Training & Development Concept: Definition, Objectives, Significance, Need and Benefits.
Unit – II	Training Need Assessment (TNA): Meaning and Purpose; Methods of Need Assessment; Need Assessment Process; Output of Training Need Assessment
Unit – III	Training Techniques: On-the-Job, Off-the-Jo; Training Budget; Training Design; Preparation & Selection of Trainer; Developing Training Material; Training Aids; Role & Skills of Effective Trainer;
Unit – IV	Training Evaluation: Reasons for evaluating Training and development programs, Problems in evaluation; Evaluation planning and data collection; Feedback of trainees; Measuring costs and benefits of training program; Kirkpatrick Model of Evaluation;
Unit – V	Learning; Principles of Learning; Theories of Learning – Reinforcement Theory, Social Learning Theory, Goal Theory, Need Theory, Expectancy Theory, Adult Learning Theory; E - Learning and Use of Technology in Training; Career Development and Career Management;
Reference Books	1. Prior, John, Handbook of Training and Development, Jaico Publishing House, Bombay. 2. Trvelove, Steve, Handbook of Training and Development, Blackwell Business. 3. Warren, M.W. Training for Results, Massachusetts, Addison Wesley. 4. Craig, Robert L., Training and Development Handbook, McGraw Hill. 5. Garner, James, Training Interventions in Job Skill Development

	<p>, Addison Wesley.</p> <p>6.Kenney, John; Donnelly, Eugene L. and Margaret A. Reid, Manpower Training and Development, London Institute of Personnel Management.</p> <p>7.Noe, Raymond A., and Amitabh Deo Kodwani, Employee Training and Development, Tata McGraw Hill.</p> <p>8.Blanchard, P. Nick, James W. Thacker and V. Anand Ram, Effective Training: Systems, Strategies, and Practices Dorling Kindersley (India) Pvt. Ltd.</p> <p>9.Rolf, P., and Udai Pareek, Training for Development, Sage Publications Pvt. Ltd.</p> <p>10.Michalak, Donald, and Edwin G. Yager, Making the Training Process Work, Writers Club Press.</p> <p>11.Jack J. Phillips, Hand book of Training Evaluation and Measurement Methods Routledge</p> <p>12.Dayal, Ishwar, Management Training in Organisations, Prentice Hall.</p>
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Semester III	MANE506H	Performance & Compensation Management
Credits4	LTP: 2:2:0	Discipline Specific Core

CourseOutcomes

CO#	CognitiveAbilities	CourseOutcomes
506H1	Remembr	Recall fundamental concepts, principles, and components of HRD systems and strategies
506H2	Understand	Understanding the concept of PerformanceManagement and fundamentals of Compensation Management
506H3	Apply	Apply the knowledge of compensation-related problems in Anorganization.
506H4	Analyze	Analyze the connection between Performance Management And Compensation.
506H5	Evaluate	Evaluate the effectiveness of performance appraisal processes in improving employee performance.
506H6	Create	Design a comprehensive performance appraisal system tailored to organizational needs.

Unit-I	PerformanceManagementSystem-Definition, Introduction, purposesof Performance Management and its cycle, Pay for Performance, Potential Appraisal, Performance Management process
Unit-II	Performance Planning- Key performance Areas, Performance expectations, performance dimensions, Performance Standards, Standard setting, &performancegoals. Self-Appraisal/ Assessment, Why PerformanceAppraisal fails-Halo Effect, Performance Feedback,
Unit-III	Performance Appraisal-Definition, Objectives, Uses, Benefits, Process. Planning the Appraisal, Requisites of an Effective Appraisal System, Components, PerformanceMeasurement&Reward: Performance Measurement(360 Degree, Assessment Center,Competency Mapping/Modeling, Balance Score Cardand HRAudit), Linking performance and reward.
Unit-IV	Compensation and Reward-Concept and Definition: Wage, Salary, Compensation, Reward; Objective of Compensation and Reward Management ; JobEvaluation-Meaning, Process; Compensation Determination-Factorsand Process

Unit-V	Wage&SalaryAdministration–Wage and salary structure–Broad banding and salary progression; Components of Compensation (Basic, allowances, Benefits, Incentives, Perquisites); Rewards – Meaning, Classification of Rewards; Incentives –Definition, Types, Essentialsof EffectiveincentivePlan; Latesttrends inCompensationManagement–CafeteriaCompensationPlan, VRS, Compensation, Employee Stock Option, Digitized Rewards, ProfitSharing
Text Books:	<p>R.K.Sahu,Performance Management system, ExcelBooks,2007.</p> <p>2. T.V.Kao, Appraising & Developing Managerial Performance, Excel Books, 2007.</p> <p>3. G.K.Suri, C.S.Venkata Ratnam, N.K.Gupta, PerformanceMeasurementand Management, Excel Book, 2007.</p> <p>4. SarmaA.M. PerformancManagementsystems, HimalayaPublicationHouse, 2008.</p> <p>5. Kandula, Performance Management, straltgies, interventions, Drivers, Printice Hall of India, 2007.</p> <p>6. Cardy, Performance Management concepts skills & exercise, printice Hall of India 2007.</p> <p>7. Appannaiah Reddy Anitha, Personnel and human resource Management Text & Cases, Himalaya Publishing House1st Edition 2004</p> <p>8. P. Subba Rao, Personnel and human resource Management Text & Cases, Himalaya Publishing House4th Revised & Enlarged Edition 2010, 2011</p>

Semester III	MAE507H	HRD – Strategies & Systems
Credits 4	LTP: 2:2:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
507H1	Remember	Recall fundamental concepts, principles, and components of HRD systems and strategies.
507H2	Understand	Explain the role and significance of HRD systems in organizational development and strategic goals
507H3	Apply	Apply HRD frameworks and approaches to design effective training and development programs.
507H4	Analyze	Analyze the effectiveness of HRD systems in fostering employee development and organizational change.
507H5	Evaluate	Evaluate the impact of HRD interventions on employee skills, motivation, and retention.
507H6	Create	Develop comprehensive HRD systems and strategic plans tailored to organizational goals.
Unit1	Conceptualization & Fundamentals: Strategy, HRM Architecture. Strategy Alignment to Organizational Goals, Ulrich's Theory on HR Functions, Factors influencing HRM in India, WTO - ILO & Labour Standards	
Unit2	Human Resource Development Job and Work Design Considerations, Strategic HR Planning and Staffing. HR Environments: Diversity at Workplace, Organizational Culture and Development practices, Human-side of Mergers and Acquisitions	
Unit3	Trends in HRM Quality of work life, Work - life balance, Employee engagement and empowerment, Employee involvement, Autonomous work teams and HPWS Creating a learning organization, Competency mapping, Multi-Skilling, Succession planning.	
Unit4	SHRM Tools and Methods Human Sigma, Balanced Scorecard, Quantification of HR Value, Competency Mapping & HRIS.	
Unit5	HR Analytics Approaches to HR Analytics and Functional specifics. Understanding HR indicators, metrics and data, Data collection, tracking, entry, Assess IT requirements to meet HR needs, Relational databases Predictive analytics, Statistical analysis for HR, Metricular Approach to decision-making: Cost-justification – Return on Investment	
Suggested Text Books/Cases/Readings:	1. Strategic HRM – Jeffery Mello, Thompson publication, New Delhi 2. Strategic HRM – Charles Greer, Pearson education Asia, New Delhi 3. Strategic HRM - Michael Armstrong, Kogan page, London Predictive HR Analytics – Edwards M.R. and Edwards K., Kogan page, London	
Suggested Reference Books/Cases/Readings:	1. Strategic HRM – Agarwal, Oxford university press, New Delhi 2. Human resource management – Garry Dessler, PHI, New Delhi	

SemesterIII	MANE508H	Cross Culture and Global HRM
Credits 4	LTP: 2:2:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	CourseOutcomes
307H.1	Understand	Discover the uniqueness of expatriate management, as distinct from general IIRM, by assimilating the distinct approach to IHRM.
307H.2	Apply	Interpret the relevance of various culture studies and theories to the function of expatriate management.
307H.3	Create	Propose a compensation structure based on the distinct approach to expatriate compensation management.

Unit1	Culture Foundations: Conceptualization, culture iceberg model, Nature of culture, Multiculturalism, globalization Science of Culture: Anthropological and Genealogy of Culture, Culture shock, culture Shock syndromes, Theories: Hopson's Change Curve, Virginia Satir's Model. Theories: Hofstede's Cultural Value Theory, Schwartz Culture Model, Gelfand's Loose And Tight Culture, Inglehart-Welzel's Culture Map
Unit2	Contextual HRM Cultural Implications: Cross – cultural communication & dimensions, Cross-cultural negotiation & dimensions, HRM in globalization: HRM in Cross – border movement, during cross – border Mergers And Acquisitions, DEI Policies and execution
Unit3	International HRM–I Staffing in international business: Sources, selection and onboarding, Training & development of Expatriates: Culture sensitization, Pre and post-departure training, constituents, measures to retard culture shock.
Unit4	International HRM– II Performance Management: Expatriate KPIs and KRAs, role of client in performance evaluation. Compensation Management: Theories of compensation, approaches to Expatriate compensation, templates of expatriate compensations and linkage to performance.
Unit5	International HRM– III Repatriation & Inpatriation: Theoretical foundations, initiatives for re and inpatriation, acclimatization and measures. International Industrial Relations: HRM practices in different countries, country norms And requisition, legislative compliances and industrial relations.

Suggested Text	International Human Resource Management – Peter Dowling, Marion
Books/Cases/Readings:	Festing & Allen Engle International Human Resource Management – Miguel M. Lucio
Suggested Reference	Building Cross – cultural relationships in a global Workplace – Andy
Books/Cases/Readings:	Molinsky and Melissa Hahn The Expat Dilemma – Boris Groysberg, Nitin Nohria & Kerry Herman Three Keys to Getting an Overseas Assignment Right – Mark Alan Clouse, Michael Watkins

Production & Operations Management

Semester III	MANE503P	Production Planning&Control
Credits 4	LTP: 2:2:0	Discipline Specific Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
503P.1	Remember	Define and describe the concepts in Production planning and control
503P.2	Understand	Explain the concepts and types of Production-inventory Systems
503P.3	Apply	Formulate the aggregate plan for production
503P.4	Analyze	Analyze the Procedures and Documentation in PPC
503P.5	Evaluate	Justify the PPC through case studies

Unit-I	Production Planning and Control Function, PPC in Different production Systems.
Unit-II	Production-inventory Systems; Forecasting for Inventory and Production Control;
Unit-III	Aggregate Planning; Job Shop Planning; Scheduling and Control; Just-in-Time Production;
Unit-IV	Line Balancing; Planning for High Volume Standardized Products; Procedures and Documentation in Production Planning and Control;
Unit-V	Application of Computers; ERP; Material Requirement Planning; Case Studies

Text Books:	<p>Chary, Production and Operations Management, Tata McGraw Hill Edition, 9780070091535</p> <p>2. Burbidge, John L. Principles of Production Control London, Donald and Evans, 1981.</p> <p>3. Caubang, Ted C. Readings on Production Planning and Control. Geneva. ILO.</p> <p>4. Greene, James H. Production and Inventory Control Handbook. New York, McGraw Hill, 1987.</p> <p>5. McLeavey, Dennis and Narasimhan, S.L. Production and Inventory Control. Boston, Allyn and Bacon. 1985.</p>
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SemesterIII	MANE504P	Purchasing and Materials Management
Credits 4	LTP: 2:2:0	Discipline Specific Elective

CourseOutcomes

CO#	CognitiveAbilities	CourseOutcomes
504P.1	Remember	Recall fundamental concepts of purchasing and Materials management.
504P.2	Understand	Explain material quantity and quality determination Methods.
504P.3	Apply	Apply decision – making techniques for vendor selection and cost reduction
504P.4	Analyse	Analyze various legal and procedural aspects of Purchasing
504P.5	Evaluate	Evaluate warehousing, inventory, and material handling Processes.

Unit1	Introduction to Purchasing and Materials Management; Objectives and Organizational Structure; Material Quantity determination, Push vs Pull Systems, basics of MRP and JIT.
Unit2	Material Quality determination; Acceptance Sampling; Standardization, Simplification, Cost Reduction Techniques.
Unit3	Value Analysis; Make or Buy Decisions; Sources of Supply; Vendor Rating and Selection.
Unit4	Legal Aspects of Purchasing; Tendering processes; International Purchasing; Capital Equipment Purchasing.
Unit5	Warehousing and Material Handling; Inventory Control; Disposal of Obsolete Materials.

Suggested Text Books/Cases/Readings:	<ol style="list-style-type: none"> 1. Ansari A and Modarress B. JIT Purchasing. New York, Free Press, 1990. 2. Baily P et al. Purchasing Principles and Management. London, Pitman, 1994. 3. Burt, David N. Proactive Procurement. Englewood Cliffs, New Jersey, Prentice Hall Inc., 1994. 4. Dobler, D W. etc. Purchasing and Materials Management, New York, McGraw Hill, 1990. 5. Dutta, A K. Integrated Materials Management, New Delhi, PHI, 1986. 6. Farrington Band Waters, Derek W. Managing Purchasing. London, Chapman & Hall, 1994. 7. Gopalakirshnan P and Sundershan M. Handbook Materials Management. New Delhi, Prentice Hall of India, 1994.
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SemesterIII	MANE505P	Service Operations Management
Credits 4	LTP: 2:2:0	Discipline Specific Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
505P.1	Understanding	Explain the distinctive characteristics and challenges of service operations in Indian and global contexts.
505P.2	Applying	Apply key service operations frameworks like service blueprinting, queuing theory, and capacity planning.
505P.3	Analyzing	Examine service quality dimensions and customer satisfaction metrics in service businesses.
505P.4	Evaluating	Evaluate strategies for service process redesign, demand forecasting, and yield management.
505P.5	Creating	Design innovative service delivery models using digital tools and operations analytics.

Unit1	Introduction to Service Operations: Nature and classification of services, key differences between goods and services, role of service operations in the economy, service strategy, Indian service sector overview. Case Study: OYO Rooms – Service standardization across Indian cities
Unit2	Service Process Design and Delivery: Service blueprinting, process flow diagrams, service scape, physical evidence, and facility layout. Case Study: BarbequeNation – Standardizing service delivery experience
Unit3	Managing Service Quality: SERVQUAL, dimensions of service quality, customer satisfaction and complaint management, benchmarking, and TQM in services. Case Study: ICICI Bank – CRM and service quality enhancement
Unit4	Capacity and Demand Management: Capacity planning, demand forecasting, managing variability, overbooking, yield management, and queue management. Case Study: IRCTC–Managing peak demand during festive seasons
Unit5	Technology and Innovation in Services: Role of IT in service operations, digital service delivery, AI/ML in services, service analytics, and operations transformation. Case Study: Zomato – AI-driven customer experience management

Suggested Text Books/Cases/ Readings:	<ol style="list-style-type: none"> Fitzsimmons, J.A., & Fitzsimmons, M.J. (2020). Service Management: Operations, Strategy, InformationTechnology(8th Ed.). McGraw Hill Education. Metters, R., King-Metters, K., Pullman, M., & Walton, S. (2020).Service Operations Management(2ndEd.). Cengage Learning. Chase,R.B.,&Apte,U.(2022). Operations and SupplyChain Management in the Service Sector. Pearson India. [AvailableonAmazonIndia] Verma,H.,&Sinha,P.K.(2018). Services Marketing: Textand Cases in Indian Context (2nd Ed.). Pearson Education.
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SemesterIII	MANE507P	Logistics Management
Credits 4	LTP: 2:2:0	Discipline Specific Elective

Course Outcomes

CO	Cognitive Abilities	Course Outcomes
507P1	REMEMBER	Identify key components of logistics functions like transportation, warehousing, and inventory management.
507P2	UNDERSTAND	Explain the concepts, components, and significance of Logistics and supply chain management in business.
507P3	APPLY	Demonstrate the application of logistics and SCM tools in solving business problems.
507P4	ANALYZE	Analyze supply chain performance metrics and logistics Operations in real-world organizations.
507P5	EVALUATE	Evaluate various sourcing, warehousing, inventory, and Distribution strategies for supply chain optimization.
507P6	CREATE	Design an integrated and efficient supply chain strategy Aligned with organizational goals.

Unit1	Introduction to Logistics and Supply Chain Management: Definition and scope of logistics and SCM, evolution, importance in competitive business environment, logistics vs supply chain, key drivers and participants in supply chain, 3PL, 4PL. Case Study: Amul's Supply Chain Efficiency
Unit2	Inventory and Warehousing Management: Types of inventories, inventory control models, EOQ, JIT, warehousing functions and types, location and layout decisions, warehouse management systems. Case Study: Big Bazaar's Inventory Management Practices
Unit3	Transportation and Distribution Management: Modes of transport, freight management, multimodal transport, route optimization, distribution Networks and strategies. Case Study: Dabbawala Model of Mumbai
Unit4	Global Supply Chain and Sourcing: Global logistics, role of INCOTERMS, customs and documentation, global sourcing strategies, supplier selection and relationship management. Case Study: Tata Motors' Global Sourcing Strategy
Unit5	Technology and Sustainability in Supply Chain: Role of IT in SCM – ERP, RFID, IoT, Blockchain; e-commerce and digital supply chains; green supply chain management, sustainable logistics practices. Case Study: Flipkart's Use of Technology in Last-Mile Delivery

<p>Suggested Text Books/Cases/Readings:</p>	<ol style="list-style-type: none"> 1. Logistics and Supply Chain Management by Martin Christopher, Pearson Education – 5th Edition 2. Supply Chain Management: Strategy, Planning, and Operation by Sunil Chopra, Pearson – 7th Edition 3. Logistics Management and Supply Chain Management by D.K. Agarwal, Macmillan India – 2nd Edition 4. Essentials of Supply Chain Management by Michael H. Hugos, Wiley – 4th Edition 5. Purchasing and Supply Chain Management by Kenneth Lyons and Brian Farrington, Pearson Education – 9th Edition
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SemesterIII	MANE506P	APPLIED OPERATIONS RESEARCH
Credits 4	LTP: 2:2:0	Discipline Specific Elective

Course Outcomes

	Cognitive Abilities	
506P1	REMEMBER	Recall basic terminology, principles, and models used in operations research.
506P2	UNDERSTAND	Describe the applications and limitations of various operations research methods.
506P3	APPLY	Apply linear programming and other OR techniques to solve practical optimization problems
506P4	ANALYZE	Analyze problem constraints and objectives to select appropriate OR methods.
506P5	EVALUATE	Evaluate the effectiveness and appropriateness of different operations research models.
506P6	CREATE	Develop new models or improve existing ones to solve real-world operational problems.
Unit- I:	Sensitivity analysis in linear programming, parametric analysis in linear Programming.	
Unit- II:	Inventory Control Models under Uncertainty; Applied Queuing Models;	
Unit- III:	Networks Models; Non-linear Optimization Techniques	
Unit- IV:	Quadratic Programming; Portfolio Management Problem;	
Unit- V:	Replacement Models and Policies; Dynamic Programming; Reliability Models.	
Suggested Readings	<ol style="list-style-type: none"> 1. Ahuja A. K. etc. <i>Network Flows</i>. Englewood Cliffs New Jersey, Prentice Hall Inc. 1993. 2. Gould, F J. etc. <i>Introduction to Management Science</i>. Englewood Cliffs New Jersey, Prentice Hall Inc. 1993. 3. Gupta, M P and Sharma J K. <i>Operations Research for Management</i> New Delhi, National, 1997. 4. Taha Harndy A. <i>Operations Research: An Introductions</i>. MacMillian New York, 1992. 5. Mathur, K and Solow D. <i>Management Science</i>. Englewood Cliffs New Jersey, Prentice Hall Inc. 1994. 6. Sharma S. J K. <i>Operations Research: Theory and Applications</i>. New Delhi, Macmillian India. 2001. 7. Srinath L S <i>Operations Research for Executive</i>. New Delhi, Affiliated East West Press, 1994. 	

SemesterIII	MANE508P	World Class Manufacturing
Credits 4	LTP: 2:2:0	Discipline Specific Elective

Course Outcomes:

CO#	COGNITIVE ABILITIES	COURSEOUTCOMES
508P1	REMEMBERING	Recall fundamental principles and terminology of world class manufacturing (WCM).
508P2	UNDERSTANDING	Explain the core concepts of lean manufacturing, Just-In-Time (JIT), and Total Quality Management (TQM).
508P3	APPLYING	Apply lean tools and techniques to reduce waste and improve manufacturing processes.
508P4	ANALYSING	Analyze manufacturing systems to identify inefficiencies and areas for improvement.
508P5	EVALUATING	Evaluate the effectiveness of WCM implementation on operational performance.
508P6	CREATING	Design and develop integrated manufacturing strategies that incorporate WCM principles.
Unit-I:	Basics of Operational Excellence World Class Manufacturing Environment; Imperatives for success – Technology, Systems approach and change in the mindset; Strategic Decisions in, Manufacturing Management; Choice of Technology, Capacity, Layout/Automation in Material handling Systems; Aggregate Planning and Master Production Scheduling-Materials Requirement Planning (MRP) – Software in Use, Manufacturing Resources Planning (MRP-11) Software in Use.	
Unit-II:	Manufacturing Techniques Optimized Production; 5-S, Kaizen; Technology Principles advocated by Eliyahu Goldtratt; Just – in – Time System – Manufacturing Systems, Pull Systems, Purchase & Source Development; Kanban, Supply Chain Management/Benchmarking; Toyota Production System, Six Sigma & other Operational Techniques	
Unit-III:	Total Quality Management - I: TQM Philosophy, TQM Principles, TQM Tools including Circles, Basic Concept of Total Quality (TQ); Evolution of Total Quality Management; Components of TQ Loop; Conceptual Approach to S.Q.C. Acceptance Sampling and Inspection Plans; Statistical Process Control; Process Capability Studies; Humanistic Aspects of TQM; Management of Q.C. and Z.D. Programmes; Quality Improvement Teams; Q-7 tools; Quality Costs; Taguchi Loss Function; Designing Products through 'Fuzzy' Logic.	
Unit-IV:	Total Quality Management - II: Functional Linkage of Quality with reliability and Maintainability/ Failure Analysis; (FTA/FMEA) and Optimum Maintenance Decisions; Total Productive Maintenance (TPM); quality Audits; Lead Assessment and ISO-9000 Standards; Marketing Aspect of T.Q.; Total Quality of Services; Total Quality and Safety, Total Employee Involvement and Small Group Activities; Customer – Driven Project Management (Integration of TQM, Project Management Systems with customer – Driven team Structure)/ Automation in Design and Manufacturing.	
Unit-V:	IT in Manufacturing Systems, ISO & Environment Systems: IT & Manufacturing Systems, Design – Inventory – Statistical IT Tools, Manufacturing Resource Planning Software(s) MRP – 11.	

	ISO 9000, 9001 Series, ISO-TS 16949, Environment Consciousness, Operational Excellence with Environment, ISO-14001, OHSAS 18001 Series,

Suggested TextBooks :	<ol style="list-style-type: none"> 1. Buffa, Elwoods and et al <i>Programmed learning at for Production and Operations Management</i> – Illinois, Learning System Co. 1981. 2. Devitsiotis, Kostas N: <i>Operations Management Auckland</i>. McGraw Hill, 1981
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Hospital

MANAGEMENT

Semester III	MANE503HH	Medical Management of Hospital and HealthCare Services
Credits 4	LTP: 2:2:0	Discipline Specific Core

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
503HH1	REMEMBER	Identify key functions and structures of healthcare organizations.
503HH2	UNDERSTAND	Understanding the fundamentals of Medical Management of Hospital and Healthcare Services and Its application to managing The healthcare industry in an ethica land legalframework.
503HH3	APPLY	Apply the techniques of management in healthcare
503HH4	ANALYZE	Develop skills in management and dothe inputs in healthcare
503HH5	EVALUATE	Assess the quality, safety, and compliance of healthcare services and management practices
503HH6	CREATE	Design strategic plans for healthcare service delivery and hospital management.

Unit-1	<ul style="list-style-type: none"> • Understanding the types and categories according to their administration, registration and speciality. • Newtrends in Practice Management in the legal frame • Legal requirements to start practice • Legal requirements to runthe Hospital • Patient Satisfaction • Feedback System in Hospital • Patient-Centric Management & Patientcare Management • Frontoffice–OPD, • Public Relations Management,
Unit-2	<ul style="list-style-type: none"> • Wards • Operation Theater • Security Services • Hospital Record • Management of Legal Issues in Death Cases in a Hospital • Types and importance of Consent in Hospital Management, • Landmark Judgements on Consent • Disaster Management • Infection control committee

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Unit-3	<ul style="list-style-type: none"> • Planning in general and in healthcare • Planning Constraints, • Typology • Forecasting in HealthCare • Tele medicine Ethics and Rules • Telemedicine Criminal Liability • Telemedicine Consumer Liability • Telemedicine– Cases • Medical tourism
Unit-4	<ul style="list-style-type: none"> • Accreditation of Hospital • NABH • Procedure and stages of NABH • Importance and procedure of Accreditation in hospital management • Violence in Hospital • CPA-19 in relation to Hospital or Medical Professional • Effects of Litigation on the Medical Profession • Criminal Allegations on hospital or Medical Professional • Receiving a Notice to Hospital or Medical Professional
Unit V	<ul style="list-style-type: none"> • Industrial Laws and Laws for Hospitals • Insurance Laws Legal and Regulatory Framework • Cashless and Reimbursement to bills in Insurance Law • Individual and Group Insurance • Role of The IRDAI in Regulating Health Insurance Policies • Ayushman Bharat and Pradhan Mantri Jan Arogya Yojana (PMJAY)-1 • Legal provisions and Guidelines Related to insurance contracts under the Indian Contract Act, of 1872 • Health Care Law International Perspective • International Law–WHO

Semester III	MANE505HH	Support Services for Hospital and Health Care Services
Credits 4	LTP: 2:2:0	Discipline Specific Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
504HH1	REMEMBER	Recall the types and functions of support services in hospital and healthcare settings.
504HH2	Understand	Understanding the fundamentals of hospital and healthcare support services and its application to manage the health Care industry in an ethical and legal framework.
504HH3	Apply	Apply the techniques of SUPPORTSERVICES in health care care
504HH4	Analyze	Develop skills in management and do the inputs in healthcare
504HH5	EVALUATE	Evaluate the effectiveness of support service functions in contributing to hospital accreditation and quality standards.
504HH6	CREATE	Design training programs and initiatives to enhance support staff competencies and patient satisfaction.

Unit-1	Introduction: Role of supportive services in the hospital services system Approaches to organizations supportive services for hospitals of different types, beds, specialties, sizes,scopes and ownership Outsourcing or contracting of supportive services
Unit-2	Planning and Management of Supportive Service Departments A study of the principles and practices of functional planning, design, organisation, layout, management and evaluation of the supportive and administrative services in Different kinds of hospitals
Unit-3	Front office that is OPD section, reception, sanitary block, admissions and billing Biking services: ambulance, Security services Concealing room,
Unit-4	Stores medical stores, general stores, supportive services as Pathology Lab Blood Bank, Physiotherapy. The Imaging centres as sonography, Ct scan MRI, Pet scan and such investigation and treatment units having radiation, should be located preferably In underground
Unit-5	Public areas and staff facilities entrance and lobby area, public convenience services as waiting area, VIP room, Canteen; Administrative services executive, finance and accounts department, computers, servers, information management department and marketing. The human resources department should be away from the common approach

SemesterIII	MANE505HH	Marketing & IT Management of Hospital and Healthcare Services
Credits 4	LTP: 2:2:0	Discipline Specific Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
505HH1	REMEMBER	Recall fundamental marketing and information technology concepts relevant to healthcare organizations.
505HH2	UNDERSTAND	Understanding the fundamentals of hospital and health care MARKETING & its management and its application to managing The healthcare industry in an ethical and legal framework.
505HH3	APPLY	Apply the techniques of Marketing & IT Management in healthcare care
505HH4	ANALYZE	Analyze market trends and patient data to identify opportunities for service improvement and innovation.
505HH5	EVALUATE	Evaluate the effectiveness of healthcare marketing plans using patient feedback and performance metrics
505HH6	CREATE	Design integrated marketing and IT management plans to improve hospital service delivery.

Unit-1	<ul style="list-style-type: none"> • The concept of marketing in the hospital and healthcare industry in the framework of NMC • Emerging trends in marketing. • Modes of Marketing • Branding • Advertising • Cells Promotion methods • Getting connected to industries • Getting connecting to Central Govt and State Govt employees • Branching and outreaching
Unit-2	<ul style="list-style-type: none"> • DigitalMarketing • Website Marketing • Goole Marketing • Educational activities as a source of advertising • U-Tubes • Broadcasting and TVprogrammers as educational Activities fo r advertising • Attachments with Hospitals • MedicalCamps • MedicalTourism

Unit-3	<ul style="list-style-type: none"> • Marketing information and research. • Marketing planning and control Marketing measures • Forecasting of marketing in HealthCare • Constraints in Healthcare Marketing • Market segmentation and targeting • Industrial Attachments • Insurance company Attachments • Social Media Marketing remaining in legal and NMC Framework
Unit-4	<ul style="list-style-type: none"> • Outreach programs Marketing • Managing Hospital information Systems • Concept of Information as a resource • Understanding the principles of information systems.

	<ul style="list-style-type: none"> • Application of Computers in hospitals • Computer program and operating system • Privacy and Security • Data Based Concept. • Planning the Marketing Mix: Marketing in non profit organizations Product decisions. • Distribution decisions.
Unit-5	<ul style="list-style-type: none"> • Securing the information, importance of security and confidentiality • Classification of information systems in hospitals • Role of information Technology in Hospitals • Role of Information technology in Information processing. • Role of communication in managing hospital information systems. • Electronic Communications with different departments, billing • Communication with patients. • Privacy and confidentiality, • Role of Alto Healthcare

Suggested Text Books:	1) Kotler, Philip and Armstrong, G. Principles of Marketing, New Delhi Prentice Hall of India, 1997 2) Kotler, Philip Marketing Management Analysis, Planning Implementation and Control New Delhi, Prentice Hall of India, 1994
Additional Reference Books: -	1). Ramaswamy. V S and Nama kumari, s. Marketing Management Planning Control New Delhi, Mecomillan 1990. 2). Station William, J Fundamentals of Marketing, New York, Mc Graw Hill 1994 3). Nelamegham, S. Marketing In India Cases and Readings. New Delhi, Vikas, 1988

Semester III	MANE506HH	Laws Related to Hospital and Health Care Services
Credits 4	LTP: 2:2:0	Discipline Specific Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
506HH1	REMEMBER	Identify rights and responsibilities of healthcare providers and patients under applicable laws
506HH2	UNDERSTAND	Understanding the fundamentals of laws related to hospitals and healthcare services and their application to managing the healthcare industry in an ethical and legal framework.
506HH3	APPLY	Apply the techniques of laws related to healthcare.
506HH4	ANALYZE	Examine the impact of legislation on hospital policies and patient care practices.
506HH5	EVALUATE	Assess the ethical and legal implications of healthcare decisions and incidents
506HH6	CREATE	Develop organizational policies and training programs to promote legal awareness and compliance in healthcare settings.

Unit-1	<ul style="list-style-type: none"> • Legal process and procedures related to hospitals in police station (FIR) concerning healthcare services. • Legal Process and procedures in the civil Court related to Healthcare services • Legal Process and procedures in criminal Court related to Healthcare services • Legal Terminology • Basic understanding of criminal Law • Basic understanding of civil Law (Law of Tort) • Basic understanding of Evidence • Basic understanding of Contract • Basic understanding of Trust Laws
Unit-2	<ul style="list-style-type: none"> • Bombay Public Trust Act 1950 • Basic understanding of Commercial Law • Basic understanding of Constitutional • Landmark decision in V Shanta V Indian Medical Association • CPA Act 19 clauses applicable to Health services • CPA Act 19- Redressal commissions • CPA Act 19- Central Authority & Product Liability • CPA Act 19- Mediation • Medical Negligence

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Unit-3	<ul style="list-style-type: none"> • Hospital Records • Rules, Regulations and Acts Applicable to Hospital Employees • THE DRUGS AND MAGIC REMEDIES • PCPNDT Act • MTP • Organ transplantation act • Blood bank Rules & Regulations • Birth & Death act • Violence in Hospital
Unit-4	<ul style="list-style-type: none"> • Effects of Litigation Psychological on
	<ul style="list-style-type: none"> • Effects of Litigation on the Medical Profession • Receiving a Notice to Hospital or Medical Professional • Inquiry of theft in the hospital • Inquiry of an accident in the hospital • Absconded patient • Patient Belongings • Facing calamities such as fire, earthquake • Discussion of landmark cases concerned to health care
UnitV	<ul style="list-style-type: none"> • Industrial Laws and Laws for Hospitals • Insurance Laws Legal and Regulatory Framework • Cashless and Reimbursement of bills in Insurance Law • Individual and Group Insurance • Role of The IRDAI in Regulating Health Insurance Policies • Ayushman Bharat and Pradhan Mantri Jan Arogya Yojana (PMJAY)-1 • Legal provisions and Guidelines Related to insurance contracts under the Indian Contract Act, of 1872 • Health Care Law International Perspective • International Law—WHO

SemesterIII	MANE507 HH	Human Resource & Financial Management Of Hospital and Health Care Services
Credits 4	LTP: 2:2:0	Discipline Specific Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
507HH1	REMEMBER	Recall basic concepts, terminology, and functions of human resource and financial management in healthcare
507HH2	UNDERSTAND	Understanding the fundamentals of hospital and health care Human resource & Financial Management of Hospitals and its application to managing the healthcare industry in an ethical and Legal framework.
507HH3	APPLY	Apply the techniques of Human resource & Financial Management of Hospitals in health care
507HH4	ANALYZE	Examine the impact of HR and financial decisions on hospital operations and patient care
507HH5	EVALUATE	Evaluate compensation, benefits, and incentive systems for effectiveness and compliance.
507HH6	CREATE	Develop strategic HR and financial plans aligned with healthcare organizational goals.

Unit-1	<p>Fundamentals:</p> <ul style="list-style-type: none"> - Introduction to Human Resource Management - Objective and function of HRM, - Hospital Need assessment-human resource planning, - Filling of vacant existing post, Creation of new post and abolition of not required - Recruitment and selection of doctors - Full-time, Part-Time, Visiting or on salary basis- doctors - As a partner or as a shareholder-doctors - Appointment of other staff: on-salary basis Parttime or Fulltime or Fixed - Outsourcing Basis of Staff Class III and class IV
Unit-2	<p>Employment</p> <ul style="list-style-type: none"> - Interview - Selection and appointment - Induction - Training and development - Types of Training - Wages and salary Fixation - Promotion, Demotion, - Job transfer, Employee Retention and retrenchment - Procedure for removal of an employee

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Unit-3	Human resource Development: <ul style="list-style-type: none"> - Employee Welfare - Compensation to Employee - Employee relations - Personality Development, Leadership, - Work-lifebalance - Introduction to employee behaviour - Individual Behaviour - Group behaviour - Stress management of employees
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Unit-4	Performance Appraisal: <ul style="list-style-type: none"> - Inventory Management and Risk Management in Hospitals - Profit Analysis: Nature of profit. - Profit planning. - Break-Even Analysis- - Concepts, uses and limitations of profit. - Profit forecasting - Management of Working Capital- - Significance and types of Working Capital - Operating Cycle Period and Estimation of Working
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Unit-5	Depreciation-Causes, Methods and Calculation of Depreciation <ul style="list-style-type: none"> • Budgeting—Revenue and Capital Budgeting, Cash Budgeting • Hospital sector financial and expenditures surveys • Primary care Cost, resource availability • Liquidity, Profitability, Financial and Turnover Ratios • Financial management in health services, • Budgetary control, pricing and efficiency • Funds and Cash Flow Analysis, Cash from operations and other sources • Preparation of Cash Flow statements
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Suggested Text Books:	1) Aswathappa K Human Resources and Personnel Management Tata-McGraw Hill New Delhi, 1997 2) Monappa, A & Saiyadain M. Personnel Management 2nd ed. New Delhi, Tata McGraw-Hill, 1966 1). Carin G. Economics Evaluation of Health in Developing Countries, 1983 . Oxford University Press, New York 2). Cleverley WD. ed, 'Financial Management of Health Care Facilities', 1976 , Aspen, Maryland 3). Conyers D and Hills P. An Introduction to Development Planning in the Third World 1984, John Wiley, New York
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Additional ReferenceBooks:	<p>1). DeCenzo, DA &RobbinsSPHumanResource Management.5thed, New York, John Wiley, 1994.</p> <p>2). StoneLloydandLeslieWRue, Human ResourceandPersonnel Management Richard D Irwin, Illinois 1984.</p> <p>3). SubbaRao-HumanResourceManagement</p> <p>1). Drummond M.F. Principles of Economic Appraisal in Health Care,1985 Oxford University Press, New York</p> <p>2). Ferrer HPed, Health Services Administration, Research Pond Management 1972 Butter Worth's, London</p> <p>3.Fermat D. Strategies for paying Health Services in developing countries, 1984, World Bank, Washington DC</p> <p>4. Fieldstein, PG, Health careEconomics'1979,JohnWiley, NewYork.</p>
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SemesterIII	MANE508HH	Quality Management in Hospitals
Credits 4	LTP: 2:2:0	Discipline Specific Elective

Course Outcomes

CO#	Cognitive Abilities	Course Outcomes
508HH1	REMEMBER	Recall fundamental concepts, standards, and terminology related to quality management in healthcare.
508HH2	UNDERSTAND	Understanding the fundamentals quality Management of hospital and health care its application to managing the health care industry in anethicalandLegalframework.
508HH3	APPLY	Apply the techniques of Quality Management in Hospitals & healthcareare
508HH4	ANALYZE	Analyze hospital processes and outcomes to identify gaps and areas for improvement
508HH5	EVALUATE	Evaluate effectiveness of quality improvement initiatives and patient safety programs.
508HH6	CREATE	Develop quality management plans and policies tailored to hospital settings.

Unit-1	Evolution of the Quality Movement: Definition, Quality assurance. Total quality management. Continuous quality improvement. Barriers to TQM implementation
Unit-2	Need for Quality management Initiatives in Health Care, Theories and principles of Quality Assurance: Deming's principles Juran Trilogy Kaizen. Philip Crosby's Principles. Quality Management of diagnostic facilities Concepts, Benefits
Unit-3	Tools for the quality Management: Improvement techniques. Planning techniques. Measurement techniques
Unit-4	Benchmarking for Quality Standards: Introduction, meaning, objectives, types, process, benefits and pitfallsImportance as regards patient satisfaction Various accreditations asISO 9000 series; NABH, NABL JCI, BIS).
Unit-5	Implementation Strategies for Quality Programmes - Training for quality Leadership issues. Selection of pilot projects. Quality circles. Quality Initiatives in Indian Health care Organisations

Text Books: Additional Reference Books:	<p>1).Adam, EE & Ebert, RJ Production and Operations Management 6 ed New Delhi, Prentice Hall of India, 1995.</p> <p>2). Dilworth, James B Operations Management Design Planning and Control for Manufacturing & Services Singapore, McGraw Hill, 1992</p> <p>3). Chary, SN. Production and Operations Management New Delhi, Tata McGraw Hill, 1989.</p>
Suggested TextBooks :	<p>1)AswathappaKHumanResourcesandPersonnelManagementTata-McGraw Hill New Delhi, 1997</p> <p>2)Monappa,A&SaiyadainM.PersonnelManagement2nded.NewDelhi, Tata McGraw-Hill, 1966</p> <p>4). CarinG.EconomicsEvaluationofHealthinDevelopingCountries,1983. Oxford University Press, New York</p> <p>5). CleverleyWD.ed,'FinancialManagementofHealthCareFacilities",1976, Aspen, Maryland</p> <p>6). ConyersDandHillsP.AnIntroductiontoDevelopmentPlanninginthe ThirdWorld1984, John Wiley, New York</p>
Additional ReferenceBooks :	<p>4). De Cenzo, DA & Robbins SP Human Resource Management. 5thed, New York, John Wiley, 1994.</p> <p>5). Stone Lloydand Leslie WRue, Human Resource and Personnel Management Richard D Irwin, Illinois 1984.</p> <p>6). SubbaRao-HumanResourceManagement</p> <p>3). Drummond M.F. Principles of Economic Appraisal in Health Care,1985 Oxford University Press, New York</p> <p>4). FerrerHPed, Health Services Administration, Research Pond Management 1972 Butter Worth's, London</p> <p>3.Fermal D. Strategies for paying Health Services in developing countries, 1984, World Bank, Washington DC</p> <p>4Fieldstein, PG, Health CareEconomics'1979, John Wiley, New York.</p>

SemesterIV	MANE451	Industry Embeded Capstone Project
Credits:20		06MonthsInternship

Course Outcomes (COs)

CO Code	Bloom'sLevel	Course Outcome Description
451.1	Understanding	Interpret organizational objectives, processes, and work culture through structured real-world engagement.
451.2	Applying	Apply academic theories, principles, and frameworks effectively in real operational scenarios.
451.3	Analyzing	Analyze functional and strategic aspects of the host organization to identify critical business challenges and opportunities.
451.4	Evaluating	Critically evaluate business strategies, practices, and processes implemented within the host organization.
451.5	Creating	Create a IECP project report demonstrating clarity, depth of analysis, and actionable recommendations beneficial to the organization.

Aboutthe IECP

Internships are structured, short-term, supervised activities that provide practical experience in a chosen discipline. The six-month internship experience aims to augment outcome-based learning processes while inculcating crucial graduate attributes.

During the **Fourth Semester**, students must undergo a **mandatory Six Months Internship (SMI)** worth **20 credits**, supervised jointly by a Faculty Guide and an Industry/Organizational Mentor. Students are required to seek advanced written approval from their Faculty Guide, Industry/Organizational Mentor, and the Director of the Department regarding the organization before commencing the internship.

The internship can be undertaken in an **Industry, Corporate Entity, NGO, SME, Government Undertaking, or Cooperative Sector**. It involves operational tasks/projects that provide practical experience crucial for future career endeavors.

Guidelines for IECP

- **SMI Diary/Daily Log(80marks):**

Students must maintain a diary/log book documenting daily work to foster clarity in thought, reasoning abilities, and writing skills. This log, certified by the organizational mentor, is mandatory for submission alongside the final report.

- **Weekly Reporting:**

Students must report weekly progress to their Faculty Guide (either online or offline) in the

Internal Assessment by Faculty Guide (80 marks): Students must adhere strictly to the following schedule:

Sr.No.	Particulars	Dates
1	Synopsis Submission	Asper UD MSSchedule
2	First Review	Asper UD MSSchedule
3	Second Review	Asper UD MSSchedule
4	Third Review	Asper UD MSSchedule
5	Final Review	Asper UD MSSchedule
6	Documentation / Report Submission	Asper UD MSSchedule
7	Submission of Report	Asper UD MSSchedule
8	Final Examination (Viva-Voce)	Asper UD MSSchedule

- **External Viva-Voce Examination (240marks):**

Conducted after Semester IV theory examinations, assessing:

- Adequacy and relevance of internship tasks undertaken.
- Application of academic concepts learned during the MBA program.
- Understanding of organizational structure, functions, and the overall business environment.
- Analytical and critical thinking capabilities.
- Technical writing, presentation, and documentation skills.
- Utility and outcomes of the internship—organizational impact and personal learning.

IECP

- **CoverPage:**

- Student Name, Roll No., Program (MBA), Batch Year
- Project Title
- Internship Organization Name

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- Internship Duration (Dates)
- **Certificate from Organization:**
Official certificate on company letterhead signed by organizational mentor/supervisor.
- **Declaration by Student:**
Statement declaring originality of the work submitted.
- **Acknowledgments:**
Brief mention of support from organizational and academic mentors.
- **Table of Contents:**
List of chapters, subchapters, annexures with page numbers.
- **Executive Summary:**
Overview summarizing objectives, methodology, key findings, and recommendations.

Chapter-wise Structure:

- **Chapter1: Introduction**
 - Background of organization (mission, vision, products/services, market position)
 - Industry profile and significance of the internship project
 - Objectives of Internship (general and project-specific)
- **Chapter2: Organizational & Functional Analysis**
 - Organizational structure, hierarchy, department functions
 - Detailed description of the department and role performed by the student
 - Nature and scope of assigned tasks/projects
- **Chapter3: Methodology**
 - Detailed project methodology (primary/secondary data collection, research instruments, sampling methods)
 - Description of operational tools and software utilized, if any
- **Chapter4: Data Analysis & Interpretation**
 - Comprehensive data analysis using appropriate analytical tools and frameworks (e.g., SWOT Analysis, Market Segmentation Analysis, Financial Analysis, etc.)
 - Interpretation and implications of findings clearly articulated
- **Chapter5: Findings & Recommendations**
 - Detailed project findings with supporting data
 - Actionable recommendations beneficial to the organization (strategic and operational)
- **Chapter6: Conclusion & Reflection**
 - Summary of project outcomes
 - Reflections on personal growth, skills acquired, and professional insights gained
- **References:**
Proper referencing (APA Style)
- **Annexures:**
Supporting documents, supplementary tables/ charts, questionnaires, raw data sheets

Assessment Scheme Summary:

Component	Marks
SMI Diary/Daily Log	80
Internal Assessment by Faculty Guide	80
External Viva-Voce Examination	240
Total	400

Suggested Books (Verified Availability on Amazon India) :

1. C.R. Kothari—Research Methodology: Methods and Techniques, New Age International Publishers.
2. RanjitKumar—Research Methodology: A Step-by-Step Guide for Beginners, SAGE Publications India.
3. UmaSekaran&RogerBougie —Research Methods for Business: A Skill-Building Approach, Wiley India.

Subject - Specific Reference (Marketing Example):

1. PhilipKotler & KevinLaneKeller—Marketing Management, Pearson Education India.
 2. Ramaswamy & Namakumari—Marketing Management: Indian Context, Global Perspective, McGraw Hill Education.
 3. R. Srinivasan — Case Studies in Marketing: The Indian Context, PHI Learning Pvt Ltd.
- S.L. Gupta — Marketing Research, ExcelBooks